

Sales Management

GENERALSHIP

Seven major challenges facing sales executives.

See page 37. ★

RETAIL SALES TRENDS

Retail distribution in 1946—a forecast.

See page 114. ★

CATALOGS

How Carrier licked the catalog problem for a multiple-market line.

See page 129. ★



HE builds a house



Painted for McCall's by John Koch

SHE makes a home

Even in so fundamental a thing as the family dwelling, how different are the interests of man and woman!

Whether he plans or builds or buys, a man sees essentially the things that make for durability and sound investment. He concerns himself with specifications and construction methods and materials.

A woman sees the livable features that will make the house a pleasant home. She thinks of guest closets, and kitchen conveniences, and room arrangements that will show

off her favorite pieces of furniture to best advantage.

Her interests center around the things that make for a warm, friendly place to spend the years. How natural, then, for her to turn for inspiration and guidance to a magazine which caters to these essentially feminine interests.

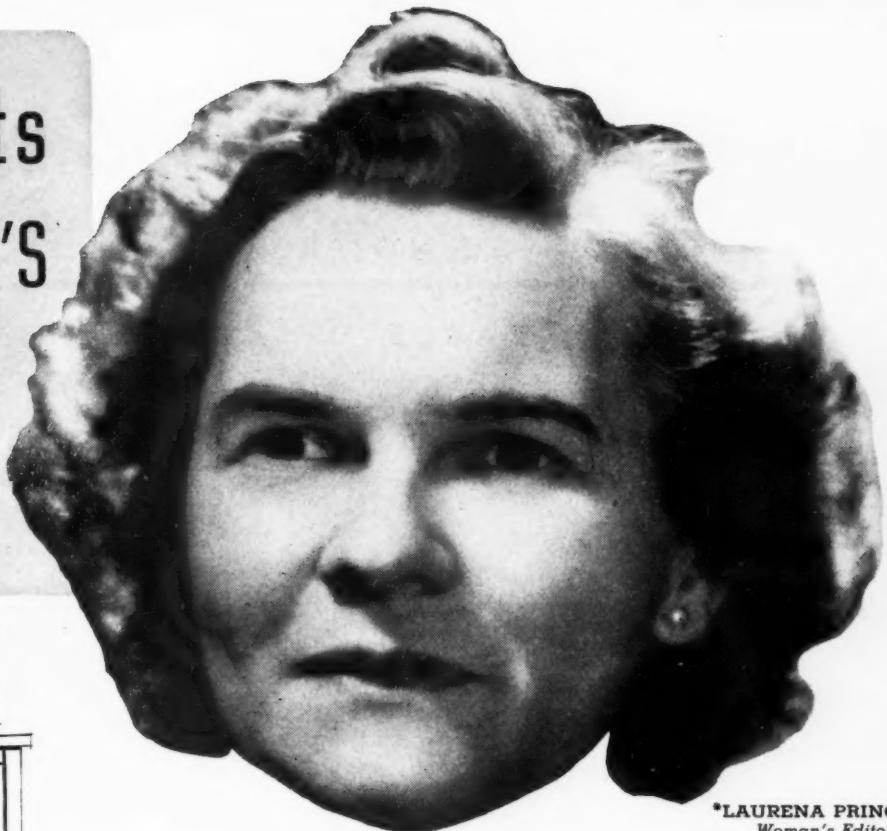
Through continuous research in the homes of readers, McCall's editors keep in sensitive touch with the problems and the thinking of women. They know women's inter-

ests—and how to serve them. That is why McCall's occupies so intimate a place in the lives of women in more than 3,500,000 homes. That is why McCall's is such a potent medium for telling women about new products, new ideas.

McCall's

THREE MAGAZINES IN ONE

*SHE plots the WOMAN'S ANGLE



*LAURENA PRINGLE
Woman's Editor

TLTING the "editorial lance" in a manner to rivet the attention of women in 400,000 homes is, in a trite manner of speaking, "some job". Laurena Pringle, Woman's Editor of The Free Press assumes this onerous responsibility.

By looking at the record on what happens as a result of Miss Pringle's editorial acumen, one is confronted with something like 300,000 personal responses annually from the women who read this newspaper. Now these 300,000 calls that come to us by mail, by telephone, and in person are the direct

result of what Miss Pringle and her editorial assistants prepare each day for the women's pages of The Free Press. And here it should be remarked, that where you have 300,000 women who become "vocal" about editorial content, you probably have another 300,000 who applaud quietly in the sanctuary of home.

In addition to her directorial duties, Miss Pringle mothers her own personal column, "Have You Heard", filled with the sort of lovable personal miscellany that is useful, heartful, helpful . . . that makes readers and *keeps* them, which is important.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

A Dynamic Paper
SERVING
Dynamic Detroit

APRIL 15, 1946



[1]

Sales Management

VOL. 56, NO. 8; APRIL 15, 1946

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call him the Senator...

...but he's really a farmer at heart

Funny how nicknames stick, even when they don't fit. Back in 1940 people in the Northwest began calling our farm service director Larry Haeg, "The Senator". That was when he was elected to Minnesota's State Legislature.

No pompous vein is his, though, when he talks to Northwest farmers. Born on a Minnesota farm, he graduated from Minnesota University College of Agriculture...has run his own farm since 1940. He knows the language of the farmers, their practices and their many problems.

Larry's is the type of farm service that goes beyond production of crops in the field, or words into a microphone. He went to Washington as Minnesota's representative in the Agriculture Adjustment Administration's conference. Back home again, he pushed the "Food-for-Victory" drive on his WCCO pro-

grams; soon received a letter from Governor Harold Stassen thanking him for "directing public attention to the vital aspect of farm production in the war effort". A short while later, Secretary of Agriculture Clinton P. Anderson summoned him to the Nation's Capital for food-planning sessions of the UNO.

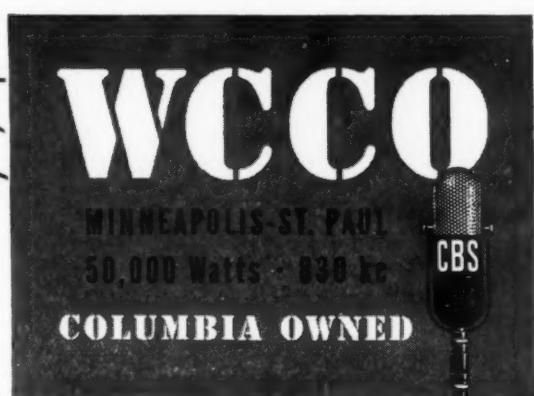
As organizer and first president of the Radio Farm Directors and chairman of the NAB Farm Program Directors' Committee, Larry Haeg takes his airwave farming seriously.

WCCO does, too. It beams more than 900 broadcasts of vital farm information to rural residents yearly. Recently, it moved Larry Haeg's *Farm Service Review* from its weekday spot at 6:15 A.M. (where it attracted 44% of the Northwest's radio listeners*) to 6:30 A.M., where it better fits the farmers' schedule. The *Review* is available at its new time. Let "The Senator" be your representative to WCCO's 419,099 radio farm families.† Call us or Radio Sales, today.

*CBS Listener Diary, Spring 1945

†In WCCO's daytime primary area, 1940 census data.

*"Good Neighbor
to the Northwest"*



REPRESENTED BY RADIO SALES, THE SPOT BROADCASTING DIVISION OF CBS
WITH OFFICES AT: NEW YORK, CHICAGO, LOS ANGELES, ST. LOUIS, SAN FRANCISCO, ATLANTA.



Busmen's Holiday

What do artists do on their day off? In case you draw a blank we've done a little research on the subject and we're prepared to tell you the answer—they paint.

To prove it, more than 100 noted illustrators and artists were invited by *True* to offer up their extra-curricular items to an exhibit which the magazine is holding in the swank, fluorescent-lit Society of Illustrators clubhouse. *True* calls the show "Playtime." Actually that's a slight misnomer according to a couple of the artists with whom we chatted at a cocktail party *True* arranged to show off the paintings.

As one of them said, "Painting is hard work, whether it's done on your own time, for fun or for money."

The paintings themselves filled a large room on the first floor, rambled up two flights of stairs, and took in another room on the third floor. Since the only stipulation Fawcett Publications (which publishes *True*) made was that the subject matter should appeal to men, the works of art ranged from lush, full-blown nudes to non-objective studies which had some of the viewers standing on their heads. The judging committee, comprised of Fawcett executives, nosed out three prize winners, pinning the blue ribbon and \$1000 on Robert Fawcett's (the name was coincidental) "A Tense Moment." This turned out to be a precise water color of a golf match between a couple of Scotsmen on the famed St. Andrew's course. It was a period piece, with an 1867 setting. Second prize went to Fred Ludekens who took "Trout Fishing in the High Sierras," as his subject. The other prize winner was Warren Baumgartner, for his water color of "Quail Shooting."

It's not surprising, *True* being a man's magazine, that all of the winners depicted sports. Nevertheless we mentally handed out a couple of ribbons ourselves. One we gave to James A. Kelly for a water color of a snub-nosed little tug, wrapped in the fur coats which protect them from banged noses. Anyone who has watched the busy tugs in New York's harbor has seen what Kelly got onto his canvas—the background of lower Manhattan, the isolated sea gulls swooping down near fish piers, the white lace petticoat of water which the tugs flounce.

John Alan Maxwell got carried away with the ultimate in Victorian—a bleak, windswept house in the last stages of degeneration, flanked by a toothless picket fence and a warped buggy.

Some of the artists used their imagination in odd ways. Clare McCanna got out of her usual medium by executing

a tile tray depicting every fruit known to the A and P, and Tran Mawake framed his winter scene in driftwood.

When we left, the press and the artists were happily arguing as to whether the lushest of the nudes on exhibition could be classified as "Great Art." We left them fight it out.

Saga of the Toledo Twins

Our Industrial spy has informed us that out at Pitney-Bowes, Inc.'s Toledo plant, newly opened, its employees are talking in hushed and reverent tones of the miracle which got itself passed under their noses last week.

It seems that the new office had openings for two salesmen. In no time at all 65 candidates turned up in clean white shirts and with new shoe shines. The selection narrowed down to Robert A. Shaw and Paul J. Bertke. Each, it seems, was a Navy Lieutenant on terminal leave. Everyone smiled indulgently at fate's little joke. Everyone smiled, that is, until the two Louies began swapping backgrounds. Then it was discovered that each had been married five years and that their wives were girlhood friends.

A couple of more swaps uncovered the fact that each is the Papa of a child—and each child is four years old. Pitney executives exchanged I-don't-believe-it looks when they learned that each of the two had been to the University of Toledo—that they were fraternity brothers of the same class.

If this is too much for you, too, you'd better stop now. There's more of the same on the way. Each got accepted by the Navy on the same day, left home the same day for the same destination—Fort Schuyler. Neither knew that the other was applying for the Pitney-Bowes job till they met in the office.

Each of them, to cap this giddy story, started his selling career on the same day. Everyone sat around the office



PAGE MR. RIPLEY! . . . These two boys had the people at Pitney-Bowes's new Toledo plant standing on their heads. If their stranger-than-fiction story hadn't come to us from the feed-box we'd almost doubt it. Take it from us, readers—it's all true.

watching the clock—waiting for the boys to get back after their first canvas. Take it or leave it, but they both got an order the first day. Each made a sale to an electric supply company!

WHAT DO YOU KNOW ABOUT BUFFALO?

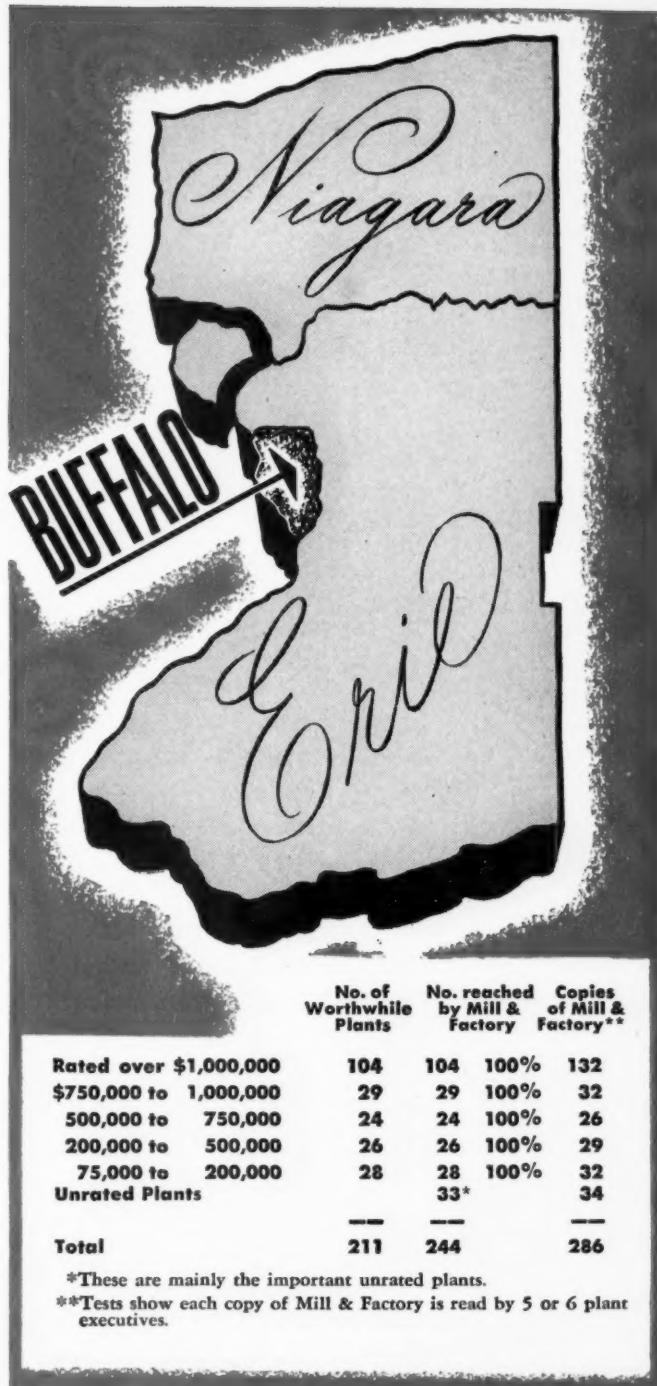
**Valuable Free Surveys Take the Guesswork
out of Industrial Market Analysis.**

MILL & FACTORY has just completed a comprehensive survey of the Buffalo area. This includes figures for Erie and Niagara County, whose principal cities are Buffalo, Niagara Falls and Lockport. The survey tells you how many plant prospects you have in the area; how many are in each financial bracket; and gives you helpful data on the nature of industry, and on its employing power — a dependable measure of buying power for your product.

You can use this Buffalo survey in fixing sales quotas. It will help you determine where you can concentrate sales effort most profitably. The survey takes the guesswork out of industrial market analysis, for plants too small (regardless of financial rating) to reward sales effort are eliminated, as also are warehouses, and other establishments with little or no buying power.

How Mill & Factory Gets The Facts

MILL & FACTORY is able to secure these facts — and to screen out establishments with little or no buying power because of its unique method of distribution through circulation paid for by industrial distributors. Its "circulation staff" consists of the 1,350 salesmen of 133 local industrial distributors who are in daily contact with industry in their areas. Their men literally "live" in customers' plants. They know of any and every change long before it takes place. It is through these 1,350 "agents" that MILL & FACTORY advertisers reach the key executives in each plant — the men who have the final word in purchasing your product!



What MILL & FACTORY has done in the Buffalo area is typical of its continuing studies. Among the industrial areas on which complete returns are available are:

DETROIT
(Wayne and Oakland Counties)
INDIANAPOLIS (Marion County)
ALLENTOWN-BETHLEHEM
(Lehigh and Northampton Counties)
PITTSBURGH (Allegheny County)
HARTFORD (Hartford County)
YORK, PA. (York County)
BRIDGEPORT (Fairfield County)
BALTIMORE (Baltimore County)
SYRACUSE (Onondaga County)
CLEVELAND (Cuyahoga County)
ROCHESTER (Monroe County)
ST. LOUIS (St. Louis County, Mo., St. Clair and Madison Counties, Ill.)
AKRON (Summit County)
CANTON (Stark County)
TOLEDO (Lucas County)
ERIE (Erie County)
STATE OF COLORADO
WORCESTER (Worcester County)
LANCASTER (Lancaster County)

To get our copy of the complete survey of Buffalo, and surveys of other industrial areas, write to: CONOVER-MAST CORPORATION — 205 E. 42nd St., New York 17; 333 No. Michigan Ave., Chicago 1; Leader Bldg., Cleveland 14; Duncan A. Scott & Co., West Coast Representatives, Mills Bldg., San Francisco 4; and Pershing Square Bldg., Los Angeles 13.



Today Memphis is the largest mixed feed manufacturing center in the South.

Manufacturers are nationally prominent, and distribute their feed throughout the country.

The value of this mixed feed market is estimated annually at \$26,000,000.00.

Radio Station WMC is the pioneer radio station of the Mid-South . . . The station that MOST people listen to MOST.

Let your advertising reach this vast area of more than three million people over Radio Station WMC.

World's largest cotton market . . .
World's largest hardwood lumber market . . . World's largest mule market . . . America's twentieth largest wholesale market . . .
South's largest producer of mixed feed . . . South's largest distributor of drugs and chemicals . . . Population over three millions . . .
Effective buying income one billion dollars . . . U. S. twentieth largest wholesale market.

WMC
MEMPHIS, TENN.
5,000 Watts Day-Night
N B C
Owned and Operated
by The
Commercial Appeal

REPRESENTED NATIONALLY BY
THE BRANHAM COMPANY
THE STATION WITH A BILLION DOLLAR MARKET

The Egg and Him

Later on he may write a book "laying" low the egg, as did Betty MacDonald, but at the moment ex-Marine M. K. Grubbs is too busy taking care of his customers—and his chickens. For this is another story of "The Egg and I"—with a difference.

Young "M.K.," as everyone in Arizona calls him, got out of his uniform a year ago and mentally asked himself, "Where do we go from here?" He didn't know much, aside from fighting, except chickens. Before Uncle Sam got him he had worked as a hired man in his native Salt River Valley, mostly in chickens, and especially in hatching. His young and pretty wife reminded him that chickens, if you handled them with a firm and knowing hand, sometimes laid a figurative golden egg. Besides there were a lot of people in those parts who were buying mail order chicks—since another couple got discouraged and closed down a near-by commercial hatchery. That looked, to the Grubbs, like the spot. And that was where they opened up.



ARIZONA TRIUMVIRATE . . . Betty Mac Donald isn't the only one who learned about eggs the hard way! Meet M. K. Grubbs, his Missus and his best friend. They all started on a shoestring.

But not before the two of them had gone to Kansas and Missouri, great baby chick centers, taken short courses in poultry, visited all the hatcheries they could find, and lined up hatching supplies.

They ran into a mite of trouble—as young people, especially inexperienced young people, are apt to do. They couldn't find much new equipment. But that problem they solved by making a deal for some out of the hatchery which had been closed. Then they arranged for 10 acres of land in a corner of a big pecan grove. They found an old trailer to serve duty as a home until they can build, and they did most of the work themselves on the hatchery.

The first batch of chicks came out last October and every one was "bespoke" as the English say. The Grubbs had counted on mail order customers. Not only did the mail orders pile up—but over the Mexican border came a horde of customers who hadn't been counted on!

Soon the hatchery was turning out 15,000 baby chicks a week. Recently M.K., looking over his bank balance, decided that he could be not only a chicken farmer but an employer to boot. He hired an old chum, Bob Inman, who went to work just as soon as the Navy let him turn in his flyer's uniform.

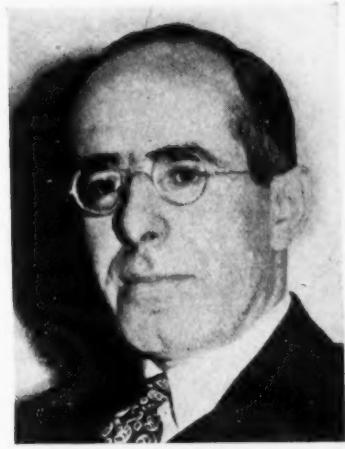
M.K. says that for the vet who wants to get into business for himself, Arizonians draw a moral: "Go into a business that you know and like, after you're sure there is a waiting market. Then work—and have a working wife!"



CHARLES J. FRENCH, new advertising manager of the Chevrolet Motor Division of the General Motors Corp.



E. J. FITZPATRICK, vice-president, board member of American Home Foods, Inc., Chef Boy-Ar-Dee chairman.



GEORGE B. CUSHING, sales promotion manager of National Supply Co., and Spang-Chalfant Superior Engine.

NEWS REEL



NICHOLLS



FULLER



BURNS

THE BENDIX AVIATION CORP. names Palmer Nicholls vice-president and group executive in charge of the Pacific Division plus the new West Coast Bendix; R. C. Fuller general sales manager of this division; Mel M. Burns, former assistant, the new general manager of the Pacific Division.



ROY E. MANNING, former Tri-State distributor, named national sales manager of the Pittsburgh Water Heater Co.



W. S. LAW returns from air force to be refrigeration sales manager for Norge division of the Borg-Warner Corporation.



PHIL GILLIG elected vice-president in charge of Home Products Division, Emerson Radio and Phonograph Corp.



R. J. STURMER joins R. J. Reynolds Tobacco Co., to be manager of merchandising section, sales department.



BARKER BROS. plans are aimed at continued leadership in the home furnishing field in Southern California, and that means expansion in this rapidly growing market. New stores are planned for Pasadena and Bakersfield. We recently occupied a Class A, six story building on Flower Street, for the expansion of our Hotel and Apartment House operation. We have purchased 17½ acres of property, including a factory building with 300,000 square feet of floor space, on San Fernando Road. We are now completing the largest renovation program, with expansion of many departments, that we have ever undertaken in the main store at Seventh and Figueroa. We're getting ready TODAY to better serve the Greater Southern California of tomorrow!

Neil Petree

President • Barker Bros. Corporation

DOMINANT NATIONAL ADVERTISING
MEDIUM OF SOUTHERN CALIFORNIA
LOS ANGELES **EXAMINER**

NOW—Daily over 367,000 • Sunday over 784,000

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE

PAY-OFF QUESTION!

We're not coining a phrase or expounding any new philosophy when we say "industry buys professionally".

From front office to tiny cubicle in a busy factory the men you have to sell are practical, hard-headed gents whose sole interest is in facts.

Some of these men do the actual *PURCHASING*. Others have the authority to *RECOMMEND* or *SPECIFY*. And there are still others—in every modern plant—who exercise a certain degree of *INFLUENCE* in the final sale.

It's seldom a large group. It's **ALWAYS** an important one. And even more important *today* after five war years have disrupted orderly marketing processes and brought in a whole new batch of buyers you've got to get acquainted with . . . *in a hurry*.

Who "does the buying" for *your* product? Your McGraw-Hill man hasn't all of their names and titles written down in a little red book but he has access to the current findings of McGraw-Hill Research—to a huge staff of editors who literally live *in* and *with* the fields their publications serve—and to a Statistical Service Department whose primary job is to keep on top of the ever-changing business and industrial picture.

He can help you find the right answers.



"**A Guide for Keying Media Selection to Sales**" covers the whole going-to-market problem. Pages 10, 11, 12 and 13 outline successful methods of being specific about "who does the buying."



"**Look Behind the ABC Statement**," prepared by Engineering News Record and Construction Methods, is typical of the careful studies McGraw-Hill publications make to insure effective circulation.



"**Directory of American Machine Tool Distributors**," compiled by American Machinist, is an accurate listing of buyers in this important field.



"**Occupational Analysis of Subscriptions**" presents a detailed breakdown of circulation for *all* McGraw-Hill publications.

Every McGraw-Hill Publication—and there are 25 of them—produces a constant flow of information material on the size, scope and buying influences of the fields it serves. This data is always current and up-to-the-minute. It is available through your McGraw-Hill man.

.....**THERE IS NO SUBSTITUTE FOR SOUND INDUSTRIAL ADVERTISING**

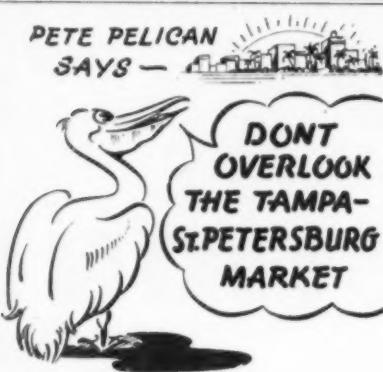
McGRAW-HILL

PUBLISHING COMPANY, INC.

330 WEST 42nd STREET, NEW YORK 18, N. Y.

ATLANTA • BOSTON • CHICAGO • CLEVELAND • DETROIT • LOS ANGELES
PHILADELPHIA • PITTSBURGH • SAN FRANCISCO • ST. LOUIS • WASHINGTON



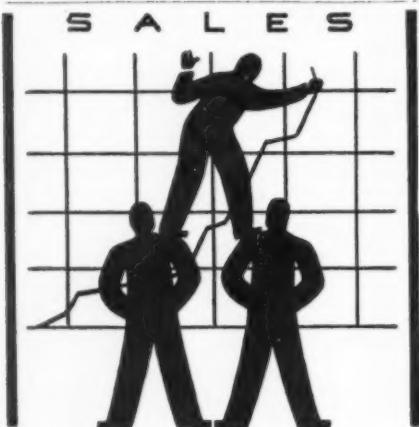


The Tampa-St. Petersburg market is one of the biggest, richest, fastest-growing markets of the South—and St. Petersburg is over 40% of it.

This top-cream 40% cannot be reached by advertising in Tampa newspapers. Use them to cover Tampa—but use St. Petersburg's own newspapers to cover the Sunshine City.

No outside newspaper has as much as 400 average circulation here.

ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)
Represented nationally by
Theis & Simpson Co., Inc.
In Florida by V. J. Obenour, Jr., Jacksonville



BUILDS ORGANIZATIONS as well as sales

Among its many accomplishments, a Merchandise Prize Incentive Plan does one thing remarkably well: It makes men sell more goods. If you employ salesmen, no other fact will interest you as much.

But if your organization must be built up, if you need more salesmen or more production workers, or if you want to develop loyalty and "esprit de corps," then a well-planned Merchandise Prize Incentive Plan will help you, too.

When you next consider a Sales Incentive Plan, choose the one firm that has the specialized knowledge, experience and organization to guarantee you profitable results. Write for our new catalog today.

CAPPEL, MAC DONALD AND CO.
Merchandise Prize Incentive Plans
CAPPEL BLDG. **DAYTON 1, OHIO**

[20]



James E. Pepper Whisky was "Born with the Republic." Ah, yes; the "spirit" of '76.

•
 Neat twist by New York's Derby Sportswear: "To the teen's taste."

•
 Talk about pot-luck. Or do I mean pot-holder luck? Now that maids are asking \$30 a week (no laundry, no Sundays), I am back on K.P. duty, and this is to thank A. M. Dingwall, of *The American Magazine*, for the pot-holder set he sent me. It will find a home on the range, or just behind it.

•
 Orville Reed couplets: "Without undue strain, I can think of a lotta . . . Better places to sit than through a cantata."

•
 Writes McGuffey (an old reader), of Peoria's LeTourneau Co.: "A propos of nothing at all, I was just wondering whether Tessie is worried about getting termites in her platform-soles."

•
 "Is your secretary very efficient?"
 "Yes, but she's kinda clock-eyed."
 —*The Armstrong Paint-Pot.*

•
 Colossus of the Crossroads, the American farmer, is presented as "the hub of prosperity's wheel." It is generally conceded that national prosperity follows the curve of farm-prosperity. So, let's hope the farmer makes so much money that we can say, and mean it: "That ain't hay."

•
 If it had no other effect, the 2-day traction-strike in Philadelphia put a lot of us back on our feet.

•
 The station-break that nauseates me most is Neolite Soles.

•
 A nation-wide survey by *Woman's Home Companion* revealed that five out of six women believe we'll be at war again within 10 to 15 years. With Russia. That would be madness indeed.

•
 Two advertisers in a single issue of a national mag used that old stand-by: "More than meets the eye." And neither was the Florida grape-fruit promoter.

Bob Stokes, baker's man, settles a few things in 1, 2, 3 style:

New York, N. Y.

Dear Harry:

(1) If you are thinking about present-day hotels, better make it

Extravagance Without Luxury

(2) I'm afraid the gnus came late. I'm a Pleistocene Plagiarist.

(3) Have you heard that they are calling Truman: "The Second Missouri Compromise?" That one clicks. Ditto, a Lippmanism: "The difference between right and wrong is more important than the difference between right and left."

•
 Regards,

Bob Stokes

•
 In *Gourmet* ("Odes to a Magnolia"), Iles Brody talks about "the average yearly mean temperature." The italics are mine, to underscore my contention that we are a redundant race.

•
 Nit—"Notice the bags under that rug-dealer's eyes?"

WIT—"Yeah. Carpet-bags, obviously."

•
 Time's oldest international edition, "Time Air-Express," has changed its name to "Latin-American Edition." Principal reason: The publisher uses air-express delivery in many other parts of the world, as well as Ibero-America.

•
 The Lawrence C. Gumbinner Advertising Agency, New York City, has issued a thoughtful and provocative portfolio promoting the agency. Title: "Pictures that say something . . . Words that picture something."

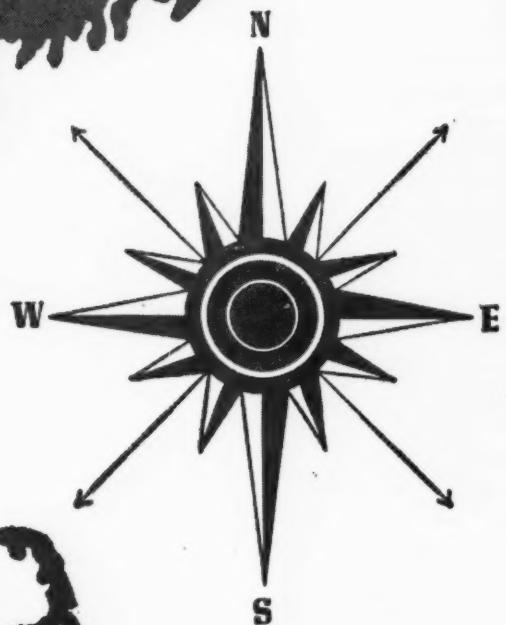
•
 Orville Reed, the direct-mailer of Howell, Mich., has a cute slogan for a dog-food: "The customers always bite." He also wonders if we would dub a fortune-teller who kids his customers a "Swami Ribber." Maybe Stephen Foster would have known about the latter, Orville.

•
 Some day, organized labor will pay more attention to that old Scratch-Paddism: "It'll never get well if you picket."

SALES MANAGEMENT

Now....

**NEW ENGLAND
JOINS THE
PICTORIAL
REVIEW
AUDIENCE**



Beginning Sunday, April 7th, PICTORIAL REVIEW's audience gains more than 600,000 new families in Boston and New England through the

BOSTON *Sunday* ADVERTISER

Now, national advertisers can add the mighty buying power of New England to the Coast-to-Coast coverage of PICTORIAL REVIEW. With the Boston Sunday Advertiser included, the total circulation of PICTORIAL REVIEW is now over 5,750,000 — a circulation that delivers top readership from cover to cover.

***Sunday* PICTORIAL REVIEW**

MAJOR INFLUENCE IN 10 MAJOR MARKETS

Local ADVERTISER
Chicago HERALD-AMERICAN
San Francisco EXAMINER

New York JOURNAL-AMERICAN
Baltimore AMERICAN
Los Angeles EXAMINER

Pittsburgh SUN-TELEGRAPH
Detroit TIMES
Seattle POST-INTELLIGENCER
Albany TIMES-UNION

Represented Nationally by HEARST ADVERTISING SERVICE

NEW SUPPLEMENT

SIOUX CITY JOURNAL-TRIBUNE PUBLICATIONS

NORTHWEST
IOWA
★
SOUTHWEST
MINNESOTA

FARM
WEEKLY

NORTHEAST
NEBRASKA
★
ALL OF
SO. DAKOTA

EVERY
MONDAY

TO ALL
SUBSCRIBERS



REACH
SELL!

*Thousands of Farm Families in
One of America's Richest Farm Regions*

COMPLETE INFORMATION AND RATES
UPON REQUEST



The Sioux City Journal
JOURNAL-TRIBUNE

SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE

JANN & KELLEY, INC.

NEW YORK — CHICAGO — DETROIT

ATLANTA — SAN FRANCISCO

For my money, one of the best-written columns is "Washington Background," in the *Philadelphia Inquirer*, and edited by John O'Brien.

Except for the paltry pay, some of the column's contribs might like to answer this little classified ad:

GAG-WRITER — Girlie picture magazines. Humorous, breezy style. Flair for Puns essential. \$40. Box 3840, Editor & Publisher.

There's a restaurant in Philadelphia called "Blue Jay," which has come to mean corn-plasters to me. On the second floor, there is a chiropodist. An unconscious association of ideas, no doubt.

The United States now has the world's largest merchant-marine. This time, let's keep it instead of letting it rust and rot tied up to piers along our inland waterways.

Hitler, the master-heel, had one idea that I somehow like . . . that massive, plate-glass window in his aerie at Berchtesgaden. That was *really* "a room with a view."

Driving around the countryside, I have been impressed with the shabby, run-down condition of many properties. There ought to be a big market for the paint and varnish people, if they could find workmen to apply the stuff.

"Are you paying too much income-tax?", asks Bob Jones in *Better Homes & Gardens*. You mean there's more than one answer to that, Mr. Jones?

The right verbs pack a punch. Heinz oven-baked beans are *drenched* in a rich, tomato sauce.

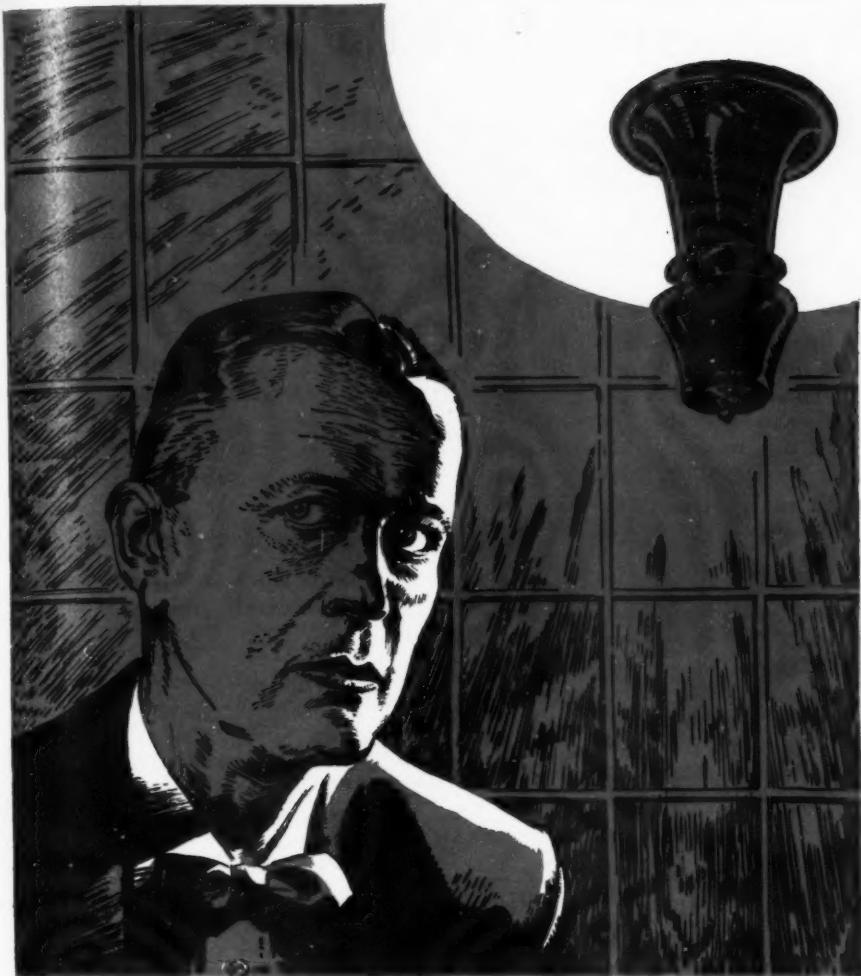
"Thousands of people with itches . . . reach for this familiar, snow-white tube of soothing, comforting Enzo-Cal and get prompt, positive relief." — Peerless Tube ad in *Drug Trade News*. You can say that again. Having tried just about everything for the awful itch of a neuro-dermatitis, Enzo-Cal keeps me from going nuts. It's a preparation of Crookes Laboratories, New York City.

Ingenious headline by Mohawk Rugs: "Our downstairs is 'looking up' with Mohawk Foundation-Colors."

But "Weed-No-More" seems incomplete without "My Lady."

T. HARRY THOMPSON
V. P. & Copy Director
Lamb, Smith & Keen, Inc.

SALES MANAGEMENT



"One of the Outlying Lighthouses . . ."

The young woman wanted to see Mr. Jackson about a book she had written . . . for which a publisher offered an advance of \$5,000! Amazed at the amount of the advance to an amateur, he rushed her forthwith to a competent literary agent. The young woman was Kathleen Winsor . . . the book "Forever Amber"—which must not be held against Mr. Jackson.

Quite a lot of people want to see Mr. Jackson. Young authors seem to think he is a Federal Project, or something. (*He gives them regular appointments, just like a dentist!*) Others want him on boards and committees, or to lend a hand to Something Big in civic, charitable and educational enterprises. The city fathers urging UNO to settle here, drafted Mr. Jackson to help write the presentation. (*No Sale—for which UNO will be sorry!*)

So it is rather remarkable that book reviewing—a pursuit not remarkable for its rewards . . . has won for Joseph Henry Jackson a substantial fame.

NATIVE of New Jersey, an alumnus of Lafayette, ex-infantry shavetail of World War I, he came to California in 1919 . . . wrote advertising copy, subsequently edited Sunset Magazine. In 1924, he began a fifteen minute broadcast on books . . . first on KGO, later on the NBC Coast Network . . . continued weekly for eighteen years—a fantastic record. In 1931, he came to The Chronicle where he edits the Sunday book section, writes the only indigenous daily book column outside of New York.

New York publishers know that his reviews start new book orders rolling

Eastward. He has started many a best seller sweepstakes, rescued unnoticed opera from oblivion, helped scores of new writers to recognition and contracts . . . And has somehow found time to contribute to Eastern reviews, do a dozen magazine articles per year, write five books, find a niche as an authority on California history, and as aforesaid, become An Influence . . . characterized by Struthers Burt as "one of San Francisco's outlying lighthouses."

WHILE nobody can claim credit for the rise of Joseph Henry Jackson other than J.H.J. himself . . . we believe, fondly perhaps, that San Francisco was his fortunate milieu, and The Chronicle his best avenue of appreciation. For few cities are more friendly to the quality producer . . . and few newspaper audiences are more appreciative of the quality product.

The better mousetrap has always found its best market in The Chronicle. Sellers of securities, jewelry, fashions, fine footwear, sell more of them with The Chronicle. The city's forty best retailers are all Chronicle advertisers, and twenty depend most on it. Yet The Chronicle is also a favorite of San Francisco department stores, and has been an outstanding volume vehicle for popular priced merchandise.

Outsiders have said The Chronicle is too good a newspaper to suit everybody . . . but for products requiring prospects a notch over average. The Chronicle can find more of them at a profit than any other medium in this part of the world . . . Data from any Chronicle representative.



San Francisco Chronicle

SAWYER, FERGUSON, WALKER CO., *National Representatives*
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles

Fox River

The finest in

fine letterhead paper

Prestige, a valuable asset to any business, shouldn't be tampered with for a fraction of a cent per letter. So, if you have any doubt as to the prestige-building power of your present letterhead paper, examine its watermark.

The watermark should reveal that your letterhead is printed on cotton fibre paper . . . the finest papers are made from cotton fibres. It should also reveal the exact cotton fibre content . . . the more cotton fibre, the finer the paper. Finally, it should reveal who makes it . . . like Fox River, who have made fine cotton fibre content papers since 1883.

THE WATERMARK IS YOUR
quality guarantee

BE SURE IT SAYS
3 THINGS

1 Does It Contain Cotton Fibre?
2 How Much Cotton Fibre?
3 Who Made It?



FOX RIVER PAPER CORPORATION
618-D S. APPLETON AVE., APPLETON, WISCONSIN

[28]

Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

Production—Over the Hump

Is production finally on its way?

CPA predicts that March and April mark the turning point in the trend of production, with a sharp rise indicated in the output of both consumer goods and industrial equipment. As usual in all predictions these days there's an "unless" attached . . . "unless the coal strike shuts down plants."

So far, other deterring elements have been sidestepped. Settlement of major strikes in steel and automotive industries gave promise of stepped-up production. In addition some OPA rulings have been liberalized and action is expected very soon on others. Apart from the coal dispute and its possible effect upon production, wages and prices seem about to be stabilized and most government controls lightened.

CPA reports on January and February production list the following items:

Trucks manufactured in February were 28,594, down from 54,791. This, due to strike, was lowest production since Pearl Harbor. Autos numbered 47,965, down from 58,575. Passenger tire output averaged 1.14 million a week against 1.05 million in January. Truck and bus tires were 302.2 thousand a week during February, 282.7 thousand in January.

Farm machinery reached a new high. Ninety per cent of the industry produced \$61,000,000 worth. Mechanical refrigerators reached shipment of 123,000 in January, about 39% of the base rate of 309,000 units. Electric irons amounted to 282,000 in January, 19% under December and about 75% of the pre-war average.

Vacuum cleaners in January numbered 120,000 units, 76% of pre-war production. Electric ranges, 25,000 units, 52% of pre-war. Sewing machines numbered 12,000, only 18% of the 1941 average.

Flatware amounted to 28,700,000,000 pieces in January, 96% of pre-war. February deliveries were higher, but final results have not been tabulated.

Goods and Plant Sales High

Are war surplus sales increasing?

According to the War Assets Ad-

ministration, sales of surplus capital and producers goods, industrial plants and aircraft reached a new high of \$1,085,740,000 in February. On these the Government received \$477,066,000.

At the same time, during February, 20.6% less goods was declared surplus for disposal.

Contract terminations are now reaching their peak and in February 95.5% more industrial plants were declared surplus for disposal than in any previous month.

N.A.M. Opposes Inventors' Aid

What is the status of the technological research and development bill?

This Fulbright measure has been reported favorably by the Senate Committee on Commerce, but observers consider that it will be actively debated by Congress. The National Association of Manufacturers considers it a sinister bill and will fight it.

The bill would provide a major extension of the Government's promotion and financing of inventions by creating an Office of Technical Service which would help inventors with the working out of their ideas and would sponsor engineering and technical research by public and private agencies. The Secretary of Commerce would be given broad authority for control of these activities.

Under the measure as it now stands, private inventors could apply to the Secretary of Commerce for funds up to \$300 for their patent applications and up to \$1,500 for further development work.

They in turn would have to agree to grant a non-exclusive license to any applicant and to limit their royalties according to the direction of the Secretary of Commerce.

New Surplus Sales Policies

Will new surplus sales policies move the articles before civilian production gets into full swing?

The latest move to step up the program of surplus sales is the decentralizing of authority and policy making to the 31 regional offices.

In recent months, several important sales were impeded through the necessity of obtaining approval from Washington, often requiring weeks and months delay.

Under the new plan, while certain standards imposed by Washington will

SALES MANAGEMENT

brief bylines

Damon Runyon, Elsie Robinson, Walter Winchell, Westbrook Pegler, Paul Mallon . . . brief bylines appearing each day in the Chicago Herald-American . . . which in their aggregate total more than a century of newspaper writing and experience.

This is experience which enables these men and women to reflect the American way of life so accurately, so humanly that each reader sees himself; his life, his thinking and his foibles reflected in these columns.

This is the kind of newspaper writing which builds and holds readership . . . which has built the Herald-American's readership in Chicago to the largest in the evening field.

Herald CHICAGO **American**
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE
EVENING AND SUNDAY
A HEARST NEWSPAPER
Nationally Represented by HEARST ADVERTISING SERVICE



EXPANSION NECESSARY AT MICHAELS-STERN

To meet the record demand for "Value First" men's clothes, Michaels-Stern is currently hiring twenty percent more tailoring craftsmen.

OPERATIONAL expansion will further increase production and assure more and more skilled Michaels-Stern workers of permanent, year-round, well-paid employment!

ONLY 12 other cities equal Rochester's value of industrial production. But Rochester's *per capita value is highest of all!* These skilled, high-wage, finished product workers *make more, spend more to live better!*

News Flash!—Eastman Kodak's wage dividend to 28,000 employees totaled \$5,069,248—extra buying power. It is the largest in the history of the company. Total dividends since 1912 under this plan exceed \$66 million.

IN A HURRY TO INCREASE EMPLOYMENT!

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



- Adler-Rochester Clothes
- Bausch & Lomb Optical Goods
- Beech-Nut Coffee
- Blue Label Ketchup
- Bond Clothes
- Clapp Baby Foods
- Cutler Mail Chutes
- Delco Automatic Heat
- Eastman Kodaks
- Evening in Paris Cosmetics
- Fanny Farmer Candies
- Fashion Park Clothes
- French's Mustard
- General Railway Signals
- Gleason Gear Cutters
- G-M Auto Accessories
- Graflex Cameras
- Hickey-Freeman Clothes
- Hickok Belts and Braces
- Mason & Hamlin Pianos
- Matrix Shoes
- Michaels-Stern Clothes
- Pfaudler Glass-lined Tanks
- Ritter Dentist's Equipment
- Shuron Glasses
- Snider's Catsup
- Stromberg-Carlson Radios
- Superba Cravats
- Taylor Thermometers
- Timely Clothes
- Todd Protectographs
- Women's Arch-Aid Shoes

have to be met, local offices will be able to formulate many pricing policies on individual products. At the same time, Washington will endeavor to appraise successful plans established in regional offices and pass the information on to other offices throughout the country.

Surplus property sales have been impeded seriously by the rules of priority for sales to specified groups, and these difficulties will still persist. However, the new management in charge is making an effort to speed up sales everywhere as it is felt that unless this be done, surplus goods will retard the marketing of new products made for civilian distribution. It remains a hard problem to solve, however, and it is felt in Washington that in spite of present activities it will lag for many months to come.

Excise Taxes to Persist

What has happened to the proposal for repeal of excise taxes on the so-called luxury items?

Manufacturers and distributors of these items can lay their plans on the basis that there will be no excise tax repeal before sometime next year. Proponents of a "quickie" excise tax reduction bill have abandoned their stand, partly because of the unsettled international situation and it is now clear there will be no new tax legislation during 1946. One strong political factor is the belief of Republican advocates of the excise repeal that they will be able to dominate the Ways and Means Committee after the November elections and thus write a bill to suit themselves.

OPA Can Demand Records

Is it true that the courts have denied OPA the right to examine a firm's sales records?

The U. S. District Court in Pittsburgh recently held that refusal of dealers in articles subject to price control to permit OPA investigators to inspect and copy their records did not constitute a violation of the Price Control Act. (Bowles v. Sachnow, Mar. 28, 1946, No. 5012.) The court noted that the Act does require that business records and documents be kept and made available for inspection, but upheld action of the dealers in refusing inspection as a "right and privilege guaranteed under the Constitution." The opinion held that OPA had not exercised the proper legal procedure in demanding access to the books, in this case. The court's decision, therefore, should not be considered as an absolute precedent.

TIMES-UNION

Evening

ROCHESTER, N.Y.

DEMOCRAT & CHRONICLE

Morning and Sunday

The Gannett Co....Publisher of 21 Family Newspapers.

Representative—J. P. McKinney & Son

Los Angeles Chicago San Francisco New York

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending April 15, 1946

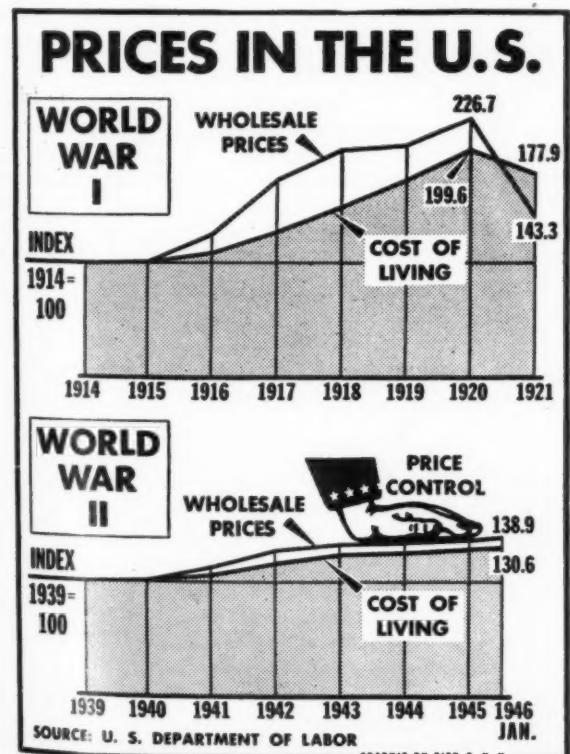
The Boom Will Last

INCOME PAYMENTS IN MARCH were very close to an annual rate of \$160 billion, according to estimates of the Federal Reserve Board, and that's near the war peak of \$165 billion.

Furthermore, income payments are bound to rise as business activity continues to expand and as lower taxes and the cessation of bond drives increase the potential for spending. Consumers are continuing to spend a higher ratio of their incomes than during the war years when so many products were off the market. Don't forget, too, that most consumers have moved into substantially higher income groups. All of the factors combine to spell—boom times ahead.

Not only have personal income taxes been lowered, especially for the lower income group, but very few people seem to realize the effect of the elimination of excess profits taxes on corporate incomes. I have just been reading an analysis of the profit and loss statement of one moderate size corporation which was largely engaged in war work until last Summer. With this is incorporated an earnings outlook for 1946 which was made by one of their directors. Here is the comparison between actual 1945 and estimated 1946:

	1945	1946
Sales (000 omitted)	\$14,253	\$14,000
Profit before taxes (000 omitted) . . .	1,715	1,300
Taxes (000 omitted)	1,275	500
Net income (000 omitted)	440	800



APRIL 15, 1946

The company has had wage and salary increases, is paying more for its raw materials and is not figuring on an increase in sales for 1946—and yet with a sharply lowered profit *before* taxes they expect that this year's net income (after taxes) will be almost double the 1945 figure!

The International Statistical Service estimates that consumers in 1946 will spend at least \$115 billion for retail sales and services—"if nothing happens to shatter their psychological outlook. This would still leave them \$21 billion of savings for the year. Private outlays will also hit a new all time high of about \$27 billion."

With such a flow of funds through the economy, business sales volume can't help setting a peacetime record. International Service concludes by saying, "OPA notwithstanding, profits after taxes of most concerns that escape serious strikes will be at least equal to or, more probably, above those of last year."

Speaking of OPA, one of the most reliable Washington services says currently "Once an industry backs down from its initial stand that it cannot absorb *any portion* of a cost increase and takes a realistic position, OPA is now inclined to accept the industry's figure rather than fight for the last percent. This is done for two reasons: (1) to settle the problem speedily and get production going, (2) reduce the number of individual applications for relief. From an administrative viewpoint, the second point is essential."

Distribution Employment Up

STATISTICS OF THE LABOR DEPARTMENT show that total employment dropped more than two million from January, 1945, to January, 1946, but employes of trade concerns, which include wholesalers and retailers, increased from 7,050,000 to 7,482,000.

Although most emphasis is being given, particularly in setting prices, to rising wage rates in manufacturing, the earnings of employes of wholesale and retail concerns have advanced, against a decline for hourly rate workers. In December, 1945, the average weekly earnings in manufacturing were off 12 percent for the year, as a result of layoffs, strikes and a shorter work week, but both wholesale and retail workers had increases in their weekly pay envelopes.

The newly revised Monthly Retail Trade Report of the Department of Commerce shows that there was an increase of 18 percent in January, 1946, over January a year ago for the independent retail stores of the nation.

Moderate to substantial sales gains were shown by all kinds of business. Outstanding among them were the gains recorded for radio-household appliance dealers (56%), motor-vehicle dealers (43%), hardware stores (34%), and lumber-building materials dealers (33%). Sales of food stores were up 13%, apparel stores 10% and department stores 10%.

May Is a Meeting Month

THREE NATIONAL ASSOCIATIONS in the field of marketing will hold national conventions in the last half of May, and they are so scheduled that there is no conflict in dates.

The American Marketing Association will have two big days at the Hotel Statler in Boston May 16 and 17. Scheduled for the first day are such subjects as restrictive forces hampering free post-war marketing, export trade, with China as a case study, the effect of television in post-war marketing.

On the second day, in addition to several special breakfast sessions, subjects will include the post-war battle of the brands, problems in distributing industrial goods and manufacturers' marketing policies to meet changes in the setup of distributors.

On May 20 to 23 the National Federation of Sales Executives will hold its Eleventh Annual Distribution Congress at the Hotel Stevens in Chicago. The program has been planned by Harold D. Laidley, general chairman, Gene Flack, vice chairman, and Arthur A. Hood, program chairman. They have cooked up a wonderful program—both as to subject and speakers. See the National Federation of Sales Executives' insert in this issue—starting opposite page 128 for program details.

The Advertising Federation of America will hold its 42nd Annual Convention at the Hotel Schroeder, Milwaukee, May 26 to 29, inclusive. Details of the program are not available as we go to press.

Safeway and Ad Allowances

"IF YOU'RE SUCKER ENOUGH to give advertising allowances to competitors then we will also take them, but we disapprove heartily of the whole idea." That in substance is what the Safeway Stores, Incorporated, said on March 18 when it issued a clear statement regarding the

company's attitude on allowances based upon national advertising rates. Specifically, this is what they say:

"The Company disapproves of advertising allowances, but, in those cases where it accepts allowances for competitive protection, it will give the brand promoter full value for the allowance. Only those allowances that can be earned by services performed in the normal course of business will be accepted. The Company will not accept any allowances which provide for payment at 'national' advertising rates."

Cooperative dealer advertising can be operated successfully, but with many companies the advertising allowance is just a special discount for which no advertising return is given or even expected. It's a shame when advertising is charged for what really amounts to commercial bribery.

Glossary of Gobbledygook

IF YOU HAVE ANY POMPOUS, STUFFED SHIRT FRIENDS or business associates, go to the nearest book store and buy them a gift copy of an hilarious book, "The Care and Feeding of Executives." You may want to mark certain paragraphs to make sure they read them—but if you do, and sign your name to the gift, then run—don't walk—to the nearest exit. Here are a few of the definitions which, so the author says, "will be recognized as the way any high-powered executive or bureaucrat talks:

Under active consideration—"We're looking in the files for it"

A meeting—"A mass mulling by master minds"

A survey is being made of this—"We need more time to think of an answer"

Let's get together on this—"I'm assuming you're as confused as I am"

Give us the benefit of your present thinking—"We'll listen to what you have to say as long as it doesn't interfere with what we've already decided to do"

With reference to—"This letter has to begin somewhere"

Significant Shorts

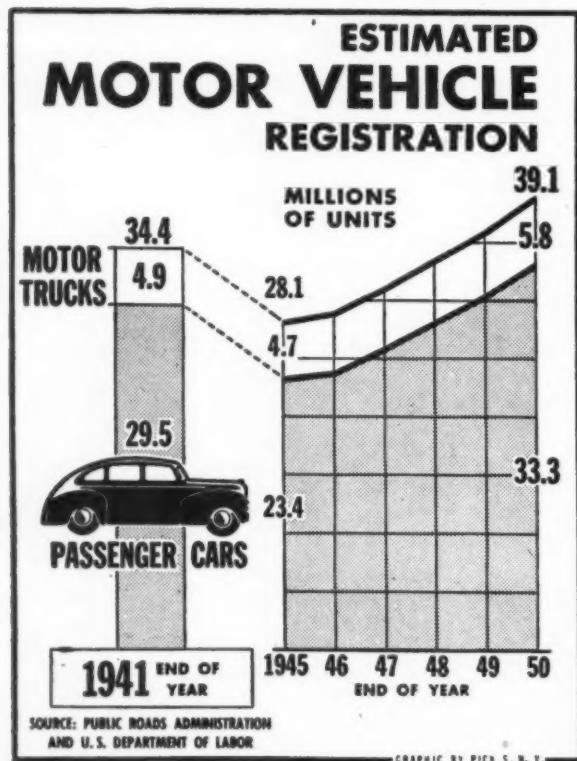
Publishers Being Pressured: Magazines and newspapers carrying liquor ads are being deluged with advertisements torn from their pages and bearing protesting labels, such as "Liquor ads must go," or, "I didn't like this ad in my paper." With the whole world short of grain it is to be expected that this effort on the part of the drys will be intensified, and it presents a tough public relations program for the liquor, wine and malt beverages industries.

Profitable Public Relations: A short, concise "Guide To Profitable Public Relations" has just been issued by Glenn Griswold, publisher of *Public Relations News*, 52 Vanderbilt Avenue, New York. It contains a wealth of information in its 16 pages. You might be able to talk Glenn out of a copy by mentioning my name.

Trends in Purchasing Power: Under the title "Population & Purchasing Power . . . Some Basic Trends" the J. Walter Thompson Co. has issued a valuable booklet on the facts of population change and their significance to marketing executives. Vergil D. Reed, former acting director of the census and now associate director of research for J.W.T., is the author. To get a copy write me or drop a note directly to O'Neill Ryan, Jr., vice president, J. Walter Thompson Co., Graybar Building, New York City.

PHILIP SALISBURY

SALES MANAGEMENT



Today's Seven Challenges To Sales Managers

—and they're big challenges indeed. They start with the need for correction of the concept that perhaps selling isn't really necessary. They include the critical need for better sales administration, more realistic evaluation of markets, and problems of sales morale.

TODAY, all is not well with selling or with salesmen. Neither is all well with sales managers—and between top-management and sales managers in certain companies, the situation is far from cordial and cooperative!

This condition is so completely at odds with what we all predicted a few months ago and the reasons behind it are so amazing, ridiculous and contradictory, that it will pay both top-management and sales management to examine the causes of this *mal de mer* and determine whether national prosperity requires that it be curbed or encouraged.

Let's look at the facts!

To use the words of the former distinguished Secretary of the Interior, Mr. "Boiling-Point" Ickes, about the first of the year, or perhaps a little earlier, "a cloud about the size of a man's hand" began to appear on the horizon of the sales management world.

That cloud has now taken definite shape and those who look with clear vision see in it a set of major difficulties which sales managers must recognize and deal with, difficulties which in fact have now crystallized into seven challenges to sales managers.

Challenge No. 1—Is Selling Necessary?

Top-management in many companies seems to have come around to the belief that there is no longer a need for salesmen, no longer a need for selling, no longer a need for promotion.

We all remember that six months to a year ago, we looked forward to this wonderful post-war period, this Cinderella era when great things were going to happen. We thought of it as an era of distribution, and era of distribution problems, and we thought of the sales manager as being the most necessary functionary of the whole post-war economy. But today we must face the fact that this belief has changed in many companies, a change

B Y
B U R T O N
B I G E L O W *

*Burton Bigelow Organization
Management Consultants
New York City*

which will prove to be unfortunate both for the sales manager and for his company.

Those outside the selling circle, the financial men, the production men, the engineers, all seem suddenly to have become very cocky, and as they have grown up in their own esteem, the sales manager's importance has diminished in the same quarters. (Perhaps the seeming cockiness is only a brave face put on to cover up undefined fears and cautions, but the result from the sales manager's point of view, is the same.)

When we examine this state of mind, we find it grows out of two sets of misconceptions on the part of top-management.

The first of these is a current set of misconceptions that will pass as today's conditions change. The second is a misconception of what the buying-selling process really is.

Let us now examine the sources of the first of these two sets of misconceptions. This has its roots in five current and I believe, completely temporary conditions, as follows:

1. Manufacturers have on hand a huge back-log of unfilled orders, which tends to give them a momentary feeling of independence, false confidence, and an inflated sense of self-satisfaction.
2. Low-profit margins arising out of price control by OPA tends to discourage spending the customary percentage of sales volume for

*From a speech made by Mr. Bigelow before the New York Sales Executives Club last month.

promotion purposes. The reluctance in this direction plus the cockiness induced by big order back-log tends to produce an attitude unsympathetic to selling.

3. *Strikes have resulted in temporary materials and component-parts shortages, and the manufacturing-minded top executive says: "With more orders than I can fill, with lower profits than I like, with materials and parts shortages, why should I be interested in selling?"*

4. *Scarcity of materials to replace goods now in process of manufacture has resulted in otherwise modern-minded manufacturers taking the attitude of the old cross-roads storekeeper, who when Mrs. Tompkins asked him for a piece off a bolt of red calico on the top shelf, replied, "Oh, I don't know as I want to sell it. If I do, I'll just have to buy some more!" (Often Mr. Manufacturer has secret fears that he won't be able to "buy some more.")*

5. *Unexpected imbalance between outgo and income. Design delays, materials scarcity, strikes, production postponements, OPA failure to give price increases or approvals—all these have operated to increase the expected outlay for labor and overhead expenses, while at the same time delaying the day when income from goods produced would reach at least the profit break-even point. These developments affect the thinking and temper the optimism of the shrewd business manager, no matter how well supplied he may be with working capital.*

Fear and Caution

In brief, if we examine the subconscious motivation behind the currently developing trend of business thinking, we find the old and familiar twins—business fear and business caution. A survey released by the National Association of Purchasing Agents on Saturday, March 30, 1946, says: "The optimistic post-war anticipations of several months ago certainly seem to have passed their peak, as buyers and sellers realistically face cost, price, materials and production problems."

The current caution I commend, as always, but it is my conviction that

SEVEN CHALLENGES TO SALES MANAGERS:

most top-managers are entertaining the wrong set of fears. They need to be afraid—that is true—but of a different set of circumstances.

Sales Managers—whose positions in many companies have suffered a serious deterioration as a result of these current fears—are, nevertheless in the best possible position to correct management's thinking and to set it on the right track. They need only present the facts—the facts which I now propose to give you:

a. *The current evidences of demand, in almost all lines of business, are partly fictitious. In distributive lines, the basic consumer demand is often doubly inflated first at the retailer level and again at the jobber-distributor level.*

Here is how the vicious and misleading process of "order-inflation" operates. Check it by your experience!

My family—plus 999 other families in my vicinity want a new electric toaster. I stop at a store and ask for one. "Don't have any as yet, but soon!" says the storekeeper. Being persistent, I try five other stores before I finally give up. But I am no more persistent than my neighbors—perhaps not as much so as a few of them. They try first one electric store and then another before, they too, decide to give up, and wait.

What is the result? At least six storekeepers see a visible demand for at least 6,000 electric toasters. Fact is, however, the real demand is only for 1,000.

Let's look in on just one of these six retailers. When he orders, what does he do? He orders according to his visible demand—PLUS whatever cut-back he expects his jobber to make in his order. So instead of ordering 100 toasters, he orders 500. He doesn't honestly expect to need 500, even though he has had 1,000 calls. But he does expect to need more than the normal supply of 100. Hence the 500 order.

What does the jobber do? He indulges in a similar kind of "order-inflation."

The phrase "order-inflation" is a new one. I am not sure that national prosperity is not in more danger from "order-inflation" than from *price* inflation. Certainly, price inflation is the better controlled of the two.

b. *Dissipation of consumer savings.*

The enormous back-log of consumer savings, which we have all been talking about and counting on, is already in the process of being dissi-

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1. **Is Selling Necessary?**

2. **Better Sales Administration through Modern Techniques.**

•

pated, and the important point is—*IT IS NOT being spent for tomorrow's goods!!*

It is being spent for extravagant vacations, for subsistence during strikes, for travel—and, *it is not being replenished by wages and salaries earned by productive labor.*

c. *Unemployment insurance spent.*

When V-J day came, U. S. workers had a big cushion of potential savings in the form of state unemployment insurance benefits. It is my unofficial estimate that 90 per cent of the benefits which workers intend to draw have already been dissipated. This means that this money is no longer available for tomorrow's goods.

d. *E-Bonds being redeemed faster than sold.*

Mid-March newspapers pointed out that Government "E" Bonds are now being "cashed in" faster than they are being bought. Here is another source of savings that is being dissipated for current purposes and not saved for tomorrow's goods. (Incidentally, observe what happened to "E" Bond sales the moment they removed the sales pressure.)

e. *Increase in competitive productive capacity.*

In many war-inflated lines, productive capacity has been increased 10 to 20 times, and each maker whose facilities have been thus enlarged, expects to sell goods up to his capacity to produce. Yet, even the most extravagant forecast refuses to predict sales for more than half the volume that the combined plants can produce.

For example, before the war there

were about 57 manufacturers of radio receiving sets, with annual production of \$300 million; during the war more than 500 companies were engaged in turning out electronic equipment to the tune of \$3 billion. Of these additional manufacturers some 68 have announced their intention of entering the radio set field, making an indicated total of at least 125 manufacturers, who by June, according to estimates submitted to CPA, can be turning out radio sets at close to four times the 1939 rate.

Any sales manager who understands the economic pattern of business will be able to sit down with top-management, talk over these facts and their implications and prove that a well-selected, well-trained sales force is today one of the company's prime assets. It is *reserve power*, which, even if not fully utilized at the moment, will

3. **OPA Pricing Policies**

4. **The Need for Better Business Men in Sales Manager's Jobs**

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be needed sooner than management now expects. It is cheaper to sustain a sales force through a brief period of less than top usefulness than it is to attempt the impossible and costly task of building it from the ground up in a hurry.

As serious as are the misconceptions in which management's mood of the moment is rooted, these errors-of-thought are only the outcropping of a related family of weeds which sales managers have allowed to grow up unheeded in management's minds. This basic misconception is that *there is a period somewhere in the economic ebb and flow of business when selling and salesmen are not necessary!*

Many engineers, production men, financial men and top managers—and I suppose I ought to add a few sales managers—really believe this. But you can believe it only if you have had a very limited experience in the world of business or, if you have a mistaken impression about what the "buying-selling" process really is.

What Is Selling?

Observe I said the *buying-selling process*. Perhaps we ought to go back to fundamentals and define selling. During the depression a college boy said to me that his college professor had defined selling as, "The process of getting people to buy what they

don't want and pay for it with money they don't have." The boy thought that was the true definition for selling and naturally he had no respect for selling as a profession.

Selling in its most basic aspects is the "Process of discovering and meeting human needs!"

The Buying Process

Here are some important basic truths about the human buying process, truths so universally applicable that they may be termed "axioms."

1. Most men and women have a strong inborn resistance to parting with their money, even in exchange for something they want. (The only apparent exception is seen in short-lived period of buying hysteria, but even then only a small portion of the buying public yields to the hysteria.)
2. Most men and women do not believe all the claims salesmen make for their products. They are skeptical. Someone must convince them that the truth is true even when they have the money and are ready to spend it.
3. The more products offered to a typical consumer, the more allurements and enticements that are

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5. The Need for Broad-Gauged Statesmanship in Business

6. Realistic Evaluation of Tomorrow's Markets

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presented for consideration, the more confused the consumer becomes as to what he really ought to spend his money for.

6. In a world where needs have to be uncovered, where wants have to be aroused, where habits have to be overcome, where differential competitive values have to be established, there will always be a need for salesmen.

"So what?" You ask, "What do these things mean to me?"

They mean that as long as men and women are creatures of inertia, as long as they are reluctant to loosen the grip of long-standing habit, as long as human beings are what they are—fearful and unbelieving—salesmen will be necessary to world prosperity.

Challenge No. 2—Better Sales Administration Through Modern Techniques

Improved techniques are always a

challenge to any forward-minded practitioner in any science.

During the war, production men, for example, open-mindedly tested modern methods in every field to aid in winning the battle of production. From the field of personnel psychology, they brought aptitude and temperament tests to aid in the better selection and placement of personnel.

Mathematicians and engineers cooperated to produce million-dollar problem-solvers with mechanical brains which are faster and more capable than those of man in order that important mathematical problems might be solved in minutes instead of months.

In this coming period when our capacity to sell is to be the test of our free enterprise system, will sales managers, with open mindedness equal to that of their production brethren, adopt techniques from other sciences to improve the science of sales management?

No, indeed! A survey of companies showed, for example, that only two per cent are using aptitude tests in selection of salesmen. True, testing may have been oversold, represented as a cure-all, when actually it is but one of several necessary selection tools, but it does aid the sales manager in avoiding hiring mistakes, helps in custom-fitting sales training to the individual and cuts down training and supervision costs. Why not use it more widely, then, as an aid to sales managers?

In the past year, we have found only two companies who have made an accurate job analysis and written description of their sales and sales management jobs. Yet without an accurate written description or hiring specifica-

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7. The Decline in Salesman's Morale

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tion, it is impossible properly to hire salesmen, to train them, to pay them, to supervise or to promote them.

There is no reason, except complacency, for sales managers refusing to adopt in sales management the well-tested techniques of the professional personnel administration authority.

Or take sales records as another example. In most U. S. companies, sales records are in a deplorable state of disuse and disrepair. They need modernizing, revamping, to meet tomorrow's need for more facts in sales management. What has the average sales manager done about it? In most cases, practically nothing.

Or again, examine sales reporting methods. Soundly based sales reports

are the key to successful control of sales operations in the field. Are these reports being revised, modernized, used? My estimate would be that in 85 per cent of important companies, nothing has been done on this important job!

Is it not true that every modern method that promises to cut sales costs, or to improve sales results, to reduce guesswork, to increase the certainty of results, or heighten the confidence with which a sales manager tackles his job—should be a challenge to the sales manager—a challenge to investigate, to adopt or to improve, to modernize—in other words, a challenge to become more expert in his job and more completely prepared for the big sales drive that eventually will prove to be so necessary to his company's profitable survival?

Challenge No. 3— OPA Pricing Policies

The pricing policies of the OPA are doing more to delay reconversion, in my opinion, than the combined acts of all other government offices, labor unions, and anti-business groups taken together.

OPA is holding up reconversion in several ways. Here are four of the most important ones:

1. OPA holds up applications for price relief for an interminable time—which prevents business men from planning to buy, employ, sell or even to go out of business while they have something left.
2. They change their policies so rapidly that no manufacturer can determine whether to apply for price relief on an industry basis—or on an individual company basis.
3. They refuse relief to hundreds of manufacturers who have shown that they cannot produce at a profit at the present allowable margins.
4. Their policies encourage a new maker to invade an industry for the first time at a high price level which OPA approves, while the established manufacturer with a pre-war price history on the item must continue with the old price as a baseline, thus suffering unfair competition and irreparable damage to his reputation.

An old maker of boy's coaster wagons, made an excellent coaster wagon before the war at \$6.95. Strong, sturdy, good-looking, admittedly an excellent piece of merchandise and a top-value. He can't build it to sell at that figure now. OPA says "no" to his requested ceiling price increase.

A new manufacturer went into the coaster wagon business. He made an inferior item—yet the OPA gave him

a ceiling of \$17.95! Remember, I'm not repeating hearsay evidence—I saw the two pieces of merchandise and I could add dozens of examples of other OPA iniquities.*

Challenge No. 4—The Need for Better Business Men in Sales Manager's Jobs

There is a widespread feeling among top-management that sales managers are not *business men*.

This view arises from the willingness of sales managers to be top-managements' office boys in many respects.

Sales managers should insist upon sitting on policy-making boards, on designing committees, and upon being allowed in on "secrets" at the early stages, rather than being handed a product or a line and told to go out and sell it—or else!

Sales managers should be given an approved budget and allowed to operate within it, for quarterly or half-yearly periods without need for approval of every expense item by some top financial genius. If the present man isn't worth this kind of confidence, fire him and get a new one. If he is worth it, give it to him.

Smart sales managers review their plans frequently with top-management. They make frequent departmental reports and, by being frank and co-operative, demand frankness and co-operation in return.

They know how to get management figures and how to use them better to manage their sales department operations. They know where they are going, how they are going to get there—and they are not easily blown off the track by the whims of any official over them.

Challenge No. 5—The Need for Broad-gauged Statesmanship in Business

Never before has business been in such great need of business statesmen. Today, business has need to deal with

*Since this talk was made, OPA has had to confess the error of its ways and to take feeble steps to correct its previously misguided policies. An editorial in the *New York Times* of April 1, 1946, says: "For several months retailers have been insisting that one result of OPA policies has been the replacement of products of old-line producers by those of new producers. It has also been alleged that these new producers have been granted prices substantially in excess of those permitted to the older producers. OPA has consistently criticized these contentions as inaccurate and not very significant. Now, however, the agency announces that it is going to reduce the ceiling prices on eleven consumers' goods made by new small-volume manufacturers. This action is being taken because the prices of these producers have "reached unanticipated heights."

Congress, with the Executive branch of the Government, with Federal bureaus and administrative agencies, and with labor leaders, the latter of whom are often superior to the average business man in the quality of their statesmanship.

For this job, we need patient men, powerful persuaders, men who understand how other men are motivated and how to move men in positions of power to act favorably toward business.

Eric Johnston recently said, "I believe every working man should have a stake in capitalism—if capitalism is to survive!"

That is modern statesmanship. It combines social consciousness, vision, imagination and practical common sense.

The sales manager is the man in business (next to the president of the company) often best suited to this job. He is a salesman, patient with objections, equipped with tact and fight, open-minded, flexible in considering the opinions of others. A little more study of political action, a better knowledge of economics, and the sales manager is the best of all candidates for tomorrow's top statesmen in business!

Challenge No. 6—Realistic Evaluation of Tomorrow's Markets

Standard and Poor's Corporation, in an article in the *New York World Telegram* of March 30, says: "Although a large deferred demand has been built up for electrical products and appliances that were not manufactured for civilian use during the war, indications are that the boom in these lines will be of much shorter duration than

for industry in general. . . . On the basis of the data, it is believed that the deferred demand for refrigerators can be satisfied in less than two years. Less than one year may be required for domestic laundry equipment and vacuum cleaners and one year is indicated as the life of the flush period in electric fans . . . while with radio receiving sets the initial edge of deferred demand can be dulled very quickly. *The problem of over-extended capacity will plague all sections of the electrical appliance industry once the first boom is past.*"

This situation of over-production will not be confined to the electrical appliance industry. It will plague many lines. The need for the sales manager to become the top official for the accurate evaluation of markets is greater today than ever before.

Forecaster of Volume

Somewhere in every substantial business there must be a man of experience and expertness who can realistically—not over-optimistically, nor over-pessimistically—forecast future volume. Who, better than the head of the sales department, should undertake this important duty?

On such estimates will be based not only sales department operations, but purchases, production schedules, employment requisitions and all activities of the business.

Scientific forecasting of sales is already rather a precise science. It needs to be done on four levels in the average business—the over-all volume level, the individual lines or products level, the market area level and the sales territory level.

The most accurate forecasts are likely to be made in the over-all volume level. As the over-all totals are broken down into product or line totals, the percentage of error is likely to increase. But the whole forecasting process improves with use and each year's results will be greatly improved as the years progress and more experience is gained.

It is especially important from the sales manager's point of view to have the market area and sales territory forecasts. With an accurately estimated territory potential, for example, it is possible to evaluate each salesman's performance quantitatively against the backdrop of his opportunity. Any other evaluation is faulty, and often, downright misleading. Territories vary greatly in their potentials and the salesman with the big tonnage history invariably turns out to be, not the most able salesman, but the man with the

(Continued on page 146)





Fiberglas Sales Props Show Industrials Jig-Time Way To Insulate Water Heaters

A demonstration kit designed to help speed production of household water heaters and to assist appliance manufacturers, dealers and public utilities in meeting the demands of a hungry market is one of the elements of the current advertising and merchandising campaign which Owens-Corning Fiberglas Corp. is sponsoring to acquaint consumers with factors they should consider in purchasing home appliances.

The demonstration kit is used by Fiberglas salesmen to show water heater manufacturers how, by employing the "shoehorn" method of installing Fiberglas thermal insulating batts, they can cut by more than 80% the time required to insulate standard types of round-shell water heaters. The kit consists of a miniature water heater, batts of Fiberglas insulating wool, and two shoehorns. Using the kit, the Fiberglas representative is able to demonstrate each step in installing the insulation.

The full-size shoehorns employed by manufacturers are made of 18 or 20 gauge sheet metal and have lugs or straps welded to the tops. They are five to 6 inches longer than the heater tank and are made to fit the contour of the unit. When holding the insulation in place around the tank, there is a three-quarter inch gap between the edges.

The first step in employing the shoehorns is to fit a Fiberglas batt into each of them while they are in a horizontal position. Each of two operators then picks up one of the shoehorns with its batt, grasping it near the top to keep the batt in place. The operators fit the shoehorns and their batts around the tank, inserting the bottoms of the shoehorns in the tank's base flange.

One operator holds both the shoehorns in place while the other places a metal retaining ring over the lugs or straps, compressing the insulating wool. The shell of the heater is slid over the shoehorns, and its bottom is fitted into the base flange. The shoehorns are removed. A small batt is placed on top of the tank and fitted around projecting pipes, or the side batts can be extra long and folded over the top. The cover is put in place, compressing the insulating wool on top of the tank, and the job is done. Because of its resiliency and non-settling characteristics, the Fiberglas wool fills the entire area to be insulated within the shell of the tank.

Fiberglas executives report that experience has shown that, by employing this method, two men are able to insulate a 75-gallon heater in six minutes and a 20-gallon heater in four minutes.

MINIATURE SELLS TECHNIQUE: (top four photos) This salesman takes his demonstration of a factory operation into the buyer's office. His miniature kit visualizes in detail the "shoehorn" method of installing Fiberglas insulation.

"THE REAL THING": (bottom photo) Workers in the factory insert two shoehorns and insulating batts into base of an actual heater. This efficient method of production, demonstrated in the miniature kit above, reduces output time 80%.

LUCK OF THE IRISH . . . Pint-size Mary O'Connell, who has the full-grown job of manager of the Industrial Division of National Oil Products Co., got her start with the aid of a typical Irish gift of gab. First got her feet wet in the advertising field when, still in high school, she worked after hours in an automobile sales office expounding the virtues of the particular car via direct mail. After she had cut her baby teeth and got her diploma she went to NOPCO as a steno, moved up the ladder a notch to a secretarial vantage point, then talked her way into the Advertising Department. Now she supervises the advertising of five different departments running the gamut from textiles, tanning and paper to metal-working. Through it all hers is the weather-eye which watches the budget! Her vote goes to travelling as a hobby. Once she got caught aboard ship while visiting a friend, got off by maneuvering a Jacob's ladder to a tug. Her hound, "Fella," of uncertain ancestry, (not to be confused with "Falla") entertains her friends by dancing for his supper.



A MIND OF HER OWN . . . Louise Branch, who heads United Specialists, Inc., was born with the proverbial silver spoon in her mouth. Daughter of the late international banker, John Kerr Branch and the former Beulah Gould, she refused to let wealth gyp her out of a career. In 1928, after presentation at the Court of St. James and over the family objections, she tackled Doubleday-Doran, armed with letters from her aunt, Ellen Glasgow, and her cousin, James Branch Cabell. They put her in one of their retail shops where it didn't take her longer than the first day to learn that the company phone was not for drumming up long distance business! What she learned there was a stepping stone to her own shop, the English Book Shop, in which she sold literary rarities at fancy prices and in carload lots. To illustrate the exhibits for which the place became famous, she always tried to show films pertaining to the subject. That led her into the front door of United Specialists, which she recently organized. She makes every kind of film—from sales training to dog training. Just now she has four movies built around the book which she illustrated, "Training You to Train Your Dog." Hers was the famous movie on Blood Plasma which she made for the Red Cross. Off hours she puts in her time at her own kennels at Quaker Hill, Pawling, N. Y.



THE DISTAFF SIDE

DOUBLER IN BRASS . . . Lorraine Sinton, who gets things done too quickly and too well, found that her job as sales promotion manager in the Chicago office of the Mutual Benefit Life Insurance Co., didn't nearly take up all her time. She beat the monotony by keeping the job, selling insurance as a little time-killer. What happened? For the second time in three years she has placed first—top woman producer—among the Nation's Mutual salesmen! And she did it all in her spare time. A graduate, cum laude, of the University of Chicago, she began her insurance career as an editor, continues to contribute to insurance periodicals. She's also the first woman author of a general insurance work. Possessed of an itching foot she's practically covered the world in her travels—the hilly parts of it afoot. With the time left she's dashing off a novel.





SHE NEVER TOOK A LESSON! . . . Harriet Groves, Hattie Carnegie, Inc.'s., new sales manager of the Cosmetic Wholesale Division, didn't expect, in her earlier years, to lift a hand. Detroit born, she and her mother were great "visitors," followed the sun around after her father died. Harriet went to school when, as and if. Says she didn't have a full year in school the whole time. When she finally got around to the work-a-day world she had to grow up in the business. She's never regretted it. To get where she is she's been the stylist for Meyer Both & Co., a territorial manager for Helena Rubenstein, the sales manager for Style-Park hats. In addition, she culled some valuable merchandising experience from Neiman-Marcus Co., where she says, "No one ever says 'No' to a customer." At Carnegie she does everything, buys all the merchandise, acts as sales manager, and until the first of the year handled all the road sales. Her hobby's her 17 year old daughter, who floored her the other day with, "Mother, I want to study merchandising!" Well.

E OF SELLING

THE SAGE AT PEGGY'S . . . is none other than Peggy Sage herself. She's the lady who started the vogue for, and created, the first colored nail polish. Her name has been on the fingertips of most of the women in the country at one time or another. But success can't wean her away from her natural sales bent. She supervises all the sales work of her important business, finds time to greet her ever increasing clientele in her main offices on Fifth Avenue. No slouch at promotion she celebrated the debut of her newest nail polish by giving away a Piper Cub airplane as the door prize! Her shrewd marketing ability probably explains the fact that she has branches in London and in Paris. And that hat?

VANITY FAIR'S MILLS . . . Ruth Lupton Mills to be exact, has come to them as promotion director of the three divisions of Vanity Fair Mills, Inc., bringing with her a dowry of some 20 years of know-how accumulated in promotional and sales work for none but quality lines. For them she'll work on Vanity Fair Underwear, Kneelast Hosiery, and Extacee, a recent development which meets the need for lingerie designed for the small woman. All this is up the well-travelled Mills alley. She was, for instance, with Rollins in charge of sales promotion and styling. She was one of the pioneers in proportion hosiery, helped lift stockings out of the necessity class and into the fashion accessory spotlight. After that she was general sales manager for Elizabeth Arden—the only time that job has ever been held by a woman. Probably she's best known for her work with No Mend Hosiery, Inc. She was with them for 14 years; some people credit her with no small part of their success. Her hobby is right in the groove her career has cut—she collects period-piece stockings which she's picked up all over the world. Her mother was one-time Dean of King-Smith Studio School, of which Miss Mills was assistant director for five years. That's her brindle Boxer, Miss Sweetney Taliaferro with her—literally eating out of her hand.





The product's in the spotlight on Elgin's Annual Report cover . . .



"The Magic Chef" tells the story for American Stove Co. . . .

Idea-Niblet Cup

The New Crop of Annual Reports

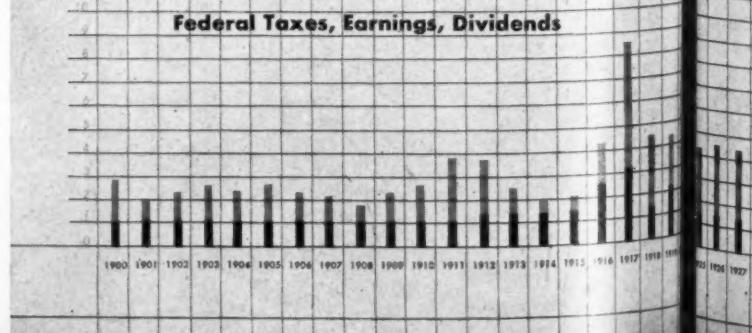
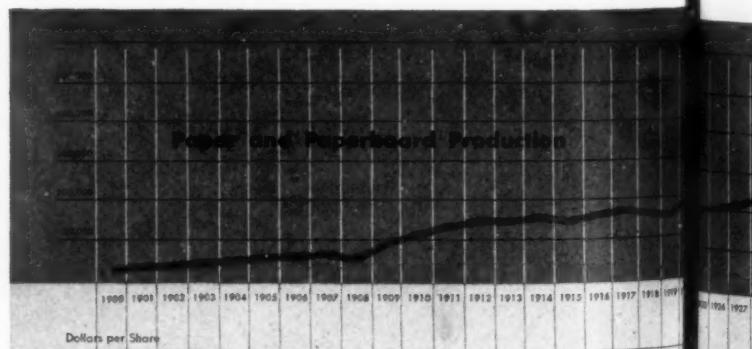
MORE AND MORE COMPANIES are employing devices which make their annual reports considerably more than flat financial statements. They recognize that the annual report offers an excellent opportunity to convey to the stockholders something of the company's personality and a clearer understanding of its production operations, public relations activities and marketing and advertising policies. Here are a few highlights from the annual reports of ten topflight companies.

The Borden Company's report includes a fine example of the company's far reaching public relations activities. It's a photograph showing an animated version of the famous Borden cow, Elsie, illustrating proper jaw usage to pupils in a school for spastic children. Another photograph shows how Borden's consumer research program keeps the company apprised of people's likes and dislikes.

Jewel Tea Co., Inc. has a unique yearly statement inasmuch as it carries a supplement in which is told the entire financial story in highly amusing cartoon form. It shows where the earnings came from and how they were used to pay dividends, taxes, equipment replacement and for reserves.

Elgin National Watch Co. devotes the entire last page of its report to what it is trying to do for war veterans. It states that scores of veterans are enrolling in the Elgin Watchmakers College course. This institution, it is revealed, has trained 2,500 students since it was established in 1920.

Cities Service Co. gives its stockholders a vivid pictorial review of its 1945 operations. The review covers oil well drilling and cleaning, transportation, laboratory activities and plant set-ups.



Culled from Annual Reports

American Stove Company's cartoon character, the Magic Chef, demonstrates to stockholders just how effectively the company's post-war plans are operating today. Step by step, he acquaints them with the increased production facilities, the new equipment, the sales staff's reorganization and the continuous program of sales promotion.

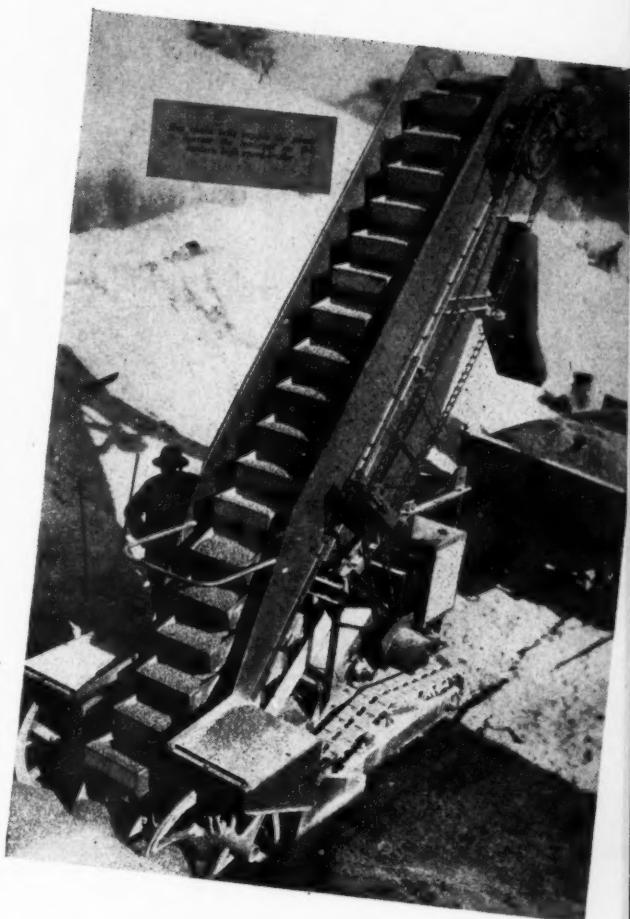
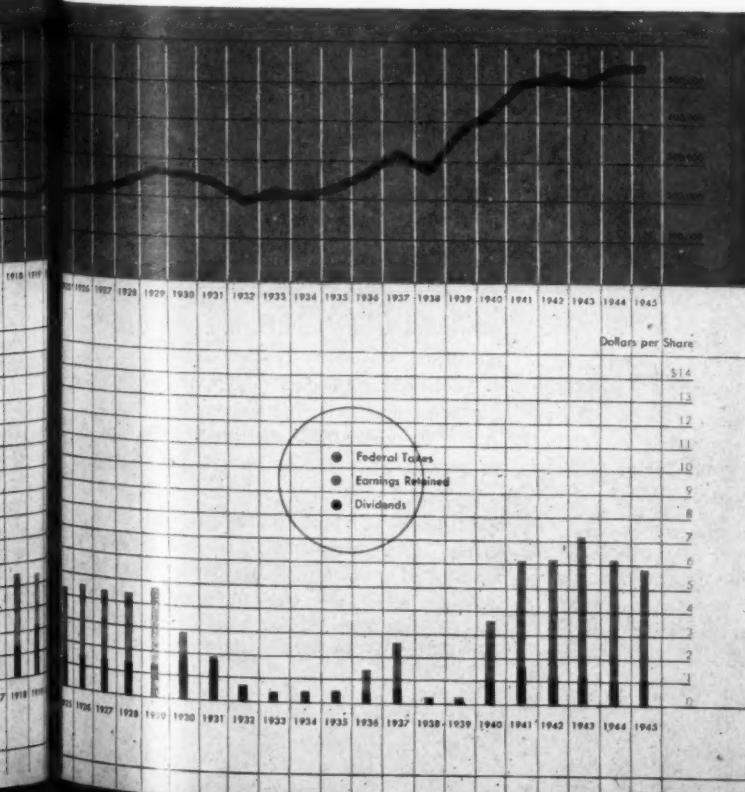
Chain Belt Co. devotes the entire last half of its annual report booklet to enlightening illustrations of the many types of conveyors it makes. Action pictures also show these products in operation in various industrial plants.

West Virginia Pulp and Paper Company's stockholders' perusal of the company's financial statement is given pace by the accompanying pictorial story of paper making—from the selection of pulp producing trees to the coating process for glossy papers.

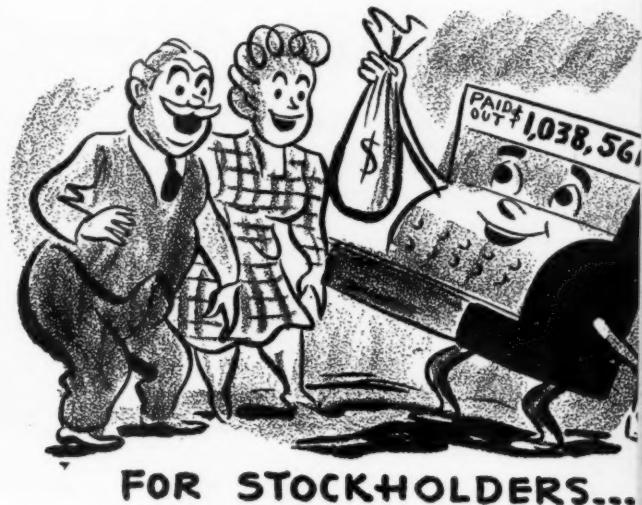
Crane Co. is another concern which does not confine its annual report booklet to a mere financial statement. This year it uses it to tell its stockholders about its activities in the reconversion period. One section is devoted exclusively to descriptions and photographs of the new Crane equipped kitchens, bathrooms and heating units.

Dresser Industries, Inc. employs the center spread of its annual report as a chart which shows where, in certain industries, the company's products—couplings, heating equipment, compressors and at some drilling rigs—are used.

Columbia Broadcasting System, Inc. has succeeded, without the use of any illustrations whatsoever, in getting out an annual report that is outstanding from the points of interest and readability. It includes besides the regular financial statement, a brief history of radio's first quarter century and a story of Columbia's participation in radio development. In addition, it treats of FM broadcasting and color television.



Chain Belt Co. capitalizes on the drama of action photography . . .



A cartoon insert adds color to Jewel Tea Company's booklet . . .

West Virginia Pulp & Paper Co. uses full-color charts effectively . . .



powerful
national
advertising
directed
at
movie-minded
millions



to make
America
voice of the theatre
CONSCIOUS

As unique as the speaker itself, is this national advertising campaign. Never before has the public been brought in on an equipment story. But now, half-page and full page color ads announcing THE VOICE OF THE THEATRE will appear in leading fan publications . . . a total of 4,444,282 messages directed at the mainstay of your motion picture audience. These dramatic ads will sensationalize the revolutionary character and superlative qualities of THE VOICE OF THE THEATRE, and will encourage fans to seek out the houses with the finest sound equipment.

More than 10,185,295 movie-goers will read these colorful ads. They are your patrons. Tie in with a local campaign. We'll give you the tools — we'll work with you. Reap the benefits of this powerful national advertising.

A DRAMATIC BOOKLET explains in detail how Altec is making it possible for theaters to use The Voice of the Theater promotional campaign as a profit-getter by going directly to millions of movie fans with the story.

Theaters Are Their Customers—But Promotion Woos Movie Audiences

Altec makes radio and loudspeaker equipment. Their installations involve a considerable investment. Newsworthy is their 1946 promotion set-up which seeks to enhance interest of theater-goers in patronizing houses where they can enjoy Altec's superior reproduction.

Based on an interview by A. B. Ecke with

HARRY BESSEY
Vice-President and Operating Manager
Altec Service Corp.
Hollywood and New York City

AMERICA is being made sound-conscious . . . Via a sweeping promotion program utilizing national magazine advertising, the radio, direct mail and newspaper exploitation, Altec Lansing Corp., manufacturer of loud-speaker systems, is selling "The Voice of the Theater" to the movie fan—and yet the movie fan does not buy it. It's an indirect selling approach to a three-pronged product

line-up: a loud speaker system for motion picture theaters, distributed through theater supply dealers, original equipment manufacturers of complete sound systems, and Altec Service Corp. representatives.

The Altec Service Corp. is a unique organization in that, actually, since its inception it has never had anything to sell but service. Offices are maintained in major cities, out of which some 300 sound technicians

travel to make regular inspection calls on 6,000 motion picture theaters. This corps of experts services the sound equipment and sees that the best possible sound quality of which the equipment is capable is being obtained, regardless of type.

Just before the war Altec Service acquired the assets of the Lansing Manufacturing Co., manufacturer of radio and loudspeaker equipment. Altec Lansing Corp. was then formed with the express purpose of manufacturing loudspeaker systems capable of reproducing sound throughout the complete range of human hearing.

With its vast experience in motion picture theaters of all shapes and sizes, Altec Service had gathered the fundamental knowledge required for the design of effective speaker systems. Furthermore, Altec Lansing chief engineer, John Hilliard, had long been associated with some of Hollywood's leading sound recording experts. He found that the major studios wanted to improve their productions—yet,



American business goes on with its plans for years of prosperity, all obstacles notwithstanding. Free economy has helped make this country what it is, and an aroused people will play rough with anything that blocks the crossings. Backward concerns, too, will be ground under the wheels of progressive, onrushing business. In this powerful drive toward continuous prosperity, advertising will furnish the fuel, much of it in the form of printed material. Champion paper continues to be a favorite everywhere, with its wide assortment of coated and uncoated for letter-press and offset, business papers, envelope, tablet writing, papeterie and specials. Keep your steam up with good advertising on Champion paper.

THE *Champion Paper* AND FIBRE COMPANY... HAMILTON, OHIO



Manufacturers of advertisers' and publishers' coated and uncoated papers, bristols, bonds, envelope papers, tablet writing and papeterie . . . 2,000,000 pounds a day

MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . . HOUSTON, TEXAS

NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND • BOSTON • ST. LOUIS • CINCINNATI • ATLANTA • SAN FRANCISCO

District Sales Offices

they maintained that it would be foolish to record on film wider ranges of sound than could be reproduced in the average theater. "Why not design and manufacture a new loudspeaker system?" Altec executives asked. They called their engineers in . . . research started . . . designs were put on blueprints . . . models produced . . . and then after considerable experimentation the new Altec Lansing loudspeaker was ready for introduction. In fact, the new speaker was first introduced and tried out in several Hollywood theaters under tests supervised by the studio engineers as well as the Altec Lansing staff of engineers.

What the new loudspeaker means to the motion picture audiences is that now they may hear complete, true reproductions of voice, music, and dramatic sound effects in the motion picture theater. The new loudspeaker, "The Voice of the Theater," is said to achieve the same colorful effect on the ear as the finest technicolor movie produces on the eye. Other features of the speaker are the even distribution of sound, eliminating "poor seats," and the unique construction which makes possible perfect, natural shading of tone from the lowest to the highest frequencies without distortion or intermodulation effects.

The Sales Set-Up

G. L. Carrington, Altec Lansing's president, at first wanted to confine the sales of the new loudspeaker systems to manufacturers who would incorporate them into their equipment; and to theater supply dealers. But those potential outlets failed to see the possibilities at that time.

First of all, the new speaker systems are comparatively expensive; in fact, in many instances they are twice the price of former inferior equipment.

In the second place, it was argued, if Altec were to go into the equipment business it would have a big "in"—even though Mr. Carrington assured everyone that this was not the case. He maintained that present speaker systems are not good enough to match Hollywood's recording standards, and that was the only reason Altec Lansing made the loudspeakers. But it soon became apparent to Altec that another "tack" would have to be taken—and it was.

A meeting of Altec executives and district managers was held and the decision was made to take the story directly to millions of movie fans and to motion picture theater managers. Soon after that Reiss Advertising, in conjunction with Altec executives, de-



DOVETAILING with the campaign in the business press (above), advertisements in top movie fan magazines sensationalize the revolutionary character and fine qualities of "The Voice of the Theater"—encouraging fans to seek theaters equipped with finest sound equipment.

veloped an advertising and sales promotional campaign quite different from the usual campaign of its kind in that the public has been brought in on an equipment story. Here's how they designed it to work up an intriguing, curiosity-provoking atmosphere in motion picture theaters:

First, a name was selected that would be indicative of the product . . . "The Voice of the Theater."

A small label was attached to all correspondence between Altec Service and theater managers for a month be-

fore the campaign broke. In white lettering on a light blue background it bore these words: "Coming! The Voice of the Theater."

An advertising campaign in business publications followed. To begin with this embraced a series of teaser advertisements, a dramatic full-page announcement of the new speaker, and several full-page advertisements which listed the first theaters to sign up for The Voice of the Theater. Dramatic advertisements are now following through in *Hollywood Variety*, *Hollywood Reporter*, *Box Office*, *Motion Picture Herald*, *Better Management*, *Showman's Trade Review* (regular issue), *Film Daily*, *Motion Picture Daily*, and *International Projectionist*.

Dovetailing with the business-paper advertising, consumer advertising in the top movie fan magazines is now being directed to movie theater patrons to look for a distinguishing mark on their favorite box office windows, which simply states: "This theater equipped with The Voice of the Theater."

4,434,282 Messages to Fans

Half-page and full-page color advertisements are appearing in *Photoplay*, *Modern Screen*, *Motion Picture*, *Screenland*, *Silver Screen*, *Movieland*—a total of 4,434,282 messages directed at the mainstay of motion picture audiences. These dramatic advertisements sensationalize the revolutionary character and superlative qualities of The Voice of the Theater, and encourage fans to seek out the theater with the finest sound equipment. Altec has estimated that 10,185,295 movie fans have already read the advertisements.

The next step Altec took was to launch a direct-mail campaign which consists of two teaser mailings to all theaters, with a follow-up of a colorful promotional booklet which explains in detail how Altec Lansing is making it possible for theaters to use the Voice of the Theater promotional campaign as a profit-getter by going directly to millions of movie fans with the story. It pictures the tools available for tie-in with local campaigns, and contains all the ingredients necessary for an exciting, dramatic, and successful exploitation program.

The promotional plan Altec offers to theaters throughout the country includes posters, banners, heralds, window signs, etc.—all designed to bring a festive air to the theater lobby.

Mats and stereos of typical movie advertisements have been prepared to tie in the opening of new billings with the theater's announcement of the in-



Long Distance is catching up too

More Long Distance calls go through as you hold the wire. Long delays are fewer.

The service is getting better, but we've still got a good way to go before we get back to pre-war service.

Once we catch up with that, we'll keep right on going and try to make the record even better.

BELL TELEPHONE SYSTEM



stallation of The Voice of the Theater. This, Altec Lansing tells theater managers, may be especially effective where the film is in technicolor: "Emphasize hearing as well as seeing the picture in full color. Also sensationalize it in connection with musical and other pictures requiring perfect sound reproduction for full enjoyment."

Publicity releases have been prepared for theater managers to send to local newspapers. These include seven advance releases, a special feature story, an advance story to be used three days before opening, one for two days before opening, one for the day before opening, and one for opening day. Typical of these is this advance release:

The Voice of the Theater
in
(name of theater)

The (name of the theater) joins the other great motion picture theaters of the country on (date) when it will present for the first time The Voice of the Theater loudspeaker system. Product of many years of research by sound engineers of Altec Lansing Corp., The Voice of the Theater is hailed as the greatest advance in sound reproduction in the evolution of talking movies. Films which depend on climatic sound effects for their principal appeal are said to produce a degree of excitement and emotion in the listening audience, when rendered with The Voice of the Theater, which the old-style loudspeaker never evoked.

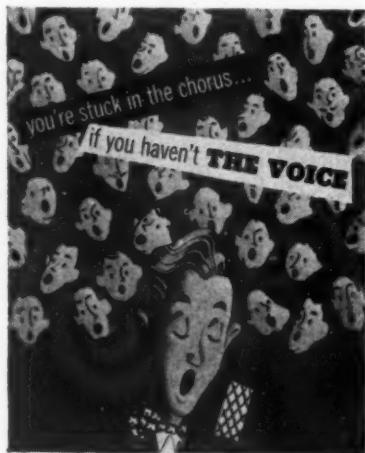
Displays and Contests

To arouse public interest in The Voice of the Theater, Altec furnishes theater managers with a dramatic chart which can be blown up for lobby displays. This chart depicts the frequency of the new speaker in contrast to standard sound reproducing equipment. To accompany this technical display, there are blow-ups of photographs of the speaker, showing the intricate construction. A third aspect of the display shows an enlarged diagram of the theater, the location of the speaker, and an indication of the distribution of sound to various parts of the theater. This display demonstrates how The Voice of the Theater eliminates "poor seats."

To perpetuate interest in the new loudspeakers, Altec has planned contests for opening days. A ballot box is placed in the lobby of the theater and patrons are given the opportunity to cast their votes for the screen star with the most colorful voice. Results are tabulated at the end of each week and announced to the patrons. The contest achieves momentum when the race runs close between two or three screen favorites. It is especially effective, Altec management reports, if promoted among fans of school age. The voting contest may be continuous for four to six weeks, at the end of

which time a final announcement of the winner is made.

Altec also has prepared an audience participation contest which is a natural tie-in for increasing attendance and fostering interest in The Voice of the Theater. Theater managers are told how to prepare each week a trailer which has recorded on it the voices of five movie stars. No faces appear on the screen—only the voices of well known stars are heard through The Voice of the Theater. The patrons try to identify the speaker by his or her voice. Contest blanks are distributed at the box office as tickets are sold.



TEASERS: 16,000 motion picture theaters received a series of them before the Voice of the Theater was dramatically announced in leading business papers.

The contest is continued for six weeks, at the end of which time prizes are awarded to the winners. Altec suggests to theater managers in this connection that local merchants probably would be anxious to contribute merchandise to serve as prizes for the publicity it would afford them.

Another plan Altec offers to theater managers to arouse interest in the new loudspeakers is a sidewalk interview. For this purpose a temporary platform is constructed outside the theater for opening night. The platform is decorated with banners, and a public address system is used. As the patrons file out of the theater after each performance, they are approached for their reactions to The Voice of the Theater. Many theaters obtain the services of a photographer and have photographs taken of the patrons while being interviewed. The photographs and comments are used for follow-up press releases.

Then there is a special preview plan. Excellent publicity opportunities are afforded the theater manager by holding a special preview of The Voice of the Theater for the press, music, speech and science teachers in local schools. This, Altec management

points out, encourages classroom discussions of the newest developments in sound reproduction.

In addition to all these plans, exhibits are held by Altec in leading hotels in key cities throughout the country. Artistic invitations are sent out with the name of the hotel imprinted on them, with this wording: "Now on display . . . visit with us and see the touch of tomorrow in speaker equipment . . . inquire at desk for room number."

Technical Guide

As a guide for proper selection of the right type and size of The Voice of the Theater, Altec furnishes theater managers with a technical booklet, covering engineering data and other facts. This information is based on actual performance tests over a period of months.

The entire program is designed to create such a favorable impression that regardless of any previous opinions on the part of theater supply dealers and manufacturers of sound equipment, acceptance of the new loudspeaker is assured. In fact, in advertising to the exhibitors, Altec states that the system is available from dealers, manufacturers, and from Altec direct.

Mr. Bessey, recently returned from a swing across the country, has this to say:

"Less than two months after the advertising campaign for The Voice of the Theater broke, we had 100 complete systems installed and in operation. That exceeds our expectations, and hastens the day when all sales will be handled by theatrical supply dealers.

"There are 50 more systems in the process of being installed. That will make 150 systems in less than three months, which is more than we wanted to sell through our own organization. After all, our major objective is to gain distribution through dealers.

"When we first approached the dealers, the majority of them were cold to our proposal, although we offered them a liberal discount. Today dealers are coming to us; they see the 'ready business' and are convinced of the sales possibilities of a high price theater speaker system. We have 54 distributors signed up and expect to bring the remainder into the fold very soon."

Mr. Bessey also points out that every exhibitor he talked with on his trip, was enthusiastic about The Voice of the Theater. "One major theater operator," he says, "called it the first big improvement in sound reproduction the motion picture theaters have had in years. Whenever one house in a circuit bought the system, the others in the circuit followed suit."



THEY'RE SKYWRITING PROGRESS IN THE SOUTHWEST

THE same pioneering instincts that brought covered wagon trains to the Southwestern plains shortly before the turn of the century have asserted themselves once more in the Flying Farmer of Oklahoma and Texas.

Today hundreds of farmer Cubs, Aeroncas, Luscombs and Taylorcrafts are speeding up the farm jobs that paint ponies and Model Ts were doing twenty years ago.

While this is going on above, the land below is resounding with the chugging motors of 168,141 farm

tractors, running an average of 653 hours a year against 493 hours the nation's average . . . making the Oklahoma-Texas area a bright spot for those interested in the sales of automotive supplies and equipment.

The same enthusiasm The Farmer-Stockman has thrown behind the development of power farming in the Southwest has been directed to this new type of farm supervision, carrying on the progress this farm paper has stood for more than a third of a century.



The Arvid Temples, Buffalo, Oklahoma, own and operate three planes. Temple spends 400 hours aloft a year, spotting cattle, following his harvests, controlling coyote ravages.

THE FARMER★STOCKMAN OKLAHOMA CITY, OKLAHOMA REPRESENTED BY THE KATZ AGENCY, INC.

THE OKLAHOMA PUBLISHING CO.: THE DAILY OKLAHOMAN ★ OKLAHOMA CITY TIMES
WKY, OKLAHOMA CITY ★ KYOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Mgmt.)

Promotion

Hempstead In a Package

The *Nassau Daily Review-Star*, which covers Hempstead Town, N. Y., (population 280,000) in rich Nassau County, has prepared a four-page "Guide Line to Preferred Family Sales." It encompasses population, income, retail sales, (and retail sales per square mile) and such items as telephones, passenger car ownership, stores, etc., to give a comprehensive picture of the Hempstead market. William C. Fowley, advertising manager for the paper, will supply copies.



"Oh him? He poses for
William Summers' editorial cartoons
in *The Buffalo Evening News*!"*

* Maybe you've never seen Bill Summers but we'll bet you've seen his work. Reprints of his meaty editorial cartoons pop up consistently in leading national news magazines. But Bill would hardly claim all the credit for the popularity of our editorial page. Along with our own lively editorials we feature the nimble opinions of David Lawrence, Thomas L. Stokes, George Sokolsky, Westbrook Pegler, and Mark Sullivan. And our Everybody's Column is a busy clearing house of readers' opinions. This complete editorial page has helped make the News one of America's best balanced newspapers. It's another reason why a quarter of a million Western New York families have made the News a daily reading habit—a habit that smart advertisers haven't overlooked. In 1945 The Buffalo Evening News carried more advertising lineage than any other New York State daily. It's the big paper in a big market!

That Boating Market

Motor Boating, The Yachtsmen's Magazine, recently made a study of the motor-boating market to determine the development of the boat industry, its present size, and possibilities for future development. Results of the study have been put into a 16-page book. It provides Coast Guard districts, with total boat ownership for each, tables listing the cities which are the Customs ports for the various Customs districts, and a map of the Customs districts in the U. S. Various boat and yacht clubs and associations throughout the nation are mentioned, with short resumes of each. Write the magazine, 572 Madison Avenue, New York City 22, for a copy of "The Boating Market."

Information on Hawaii

A four-page, two-color folder on business in Hawaii during 1945 is available from The Katz Agency, Inc., who prepared it for the *Honolulu Advertiser* and radio station KGU. Included are figures on such business bellwethers as retail sales, wholesale volume, non-military payrolls, and bank clearings. Write the agency for your copy—500 Fifth Avenue, New York City.

S.M. Tips Its Hat . . . to *Junior Bazaar* for its promotion piece, provocatively untitled, which provides some pertinent information on the fledgling magazine. It lists advertisers for the first three issues, a short mention of the magazine's own advertising, together with a breakdown of advertisers by types of products . . . to the *Los Angeles Times* for one of the cleverer promotion ideas. The paper calls it "When the Woodchopper Went Away," points up the title with a drawing of a log in which a small plastic hatchet has been inserted. Its purpose — simply to highlight the reason for the acute wood pulp shortage.

SOUTHWIDE ELECTRICAL MARKET

WHAT SOUTHERN DEALERS PLAN TO SELL

Percentage of Dealers that Plan to Sell Various Electrical Appliances

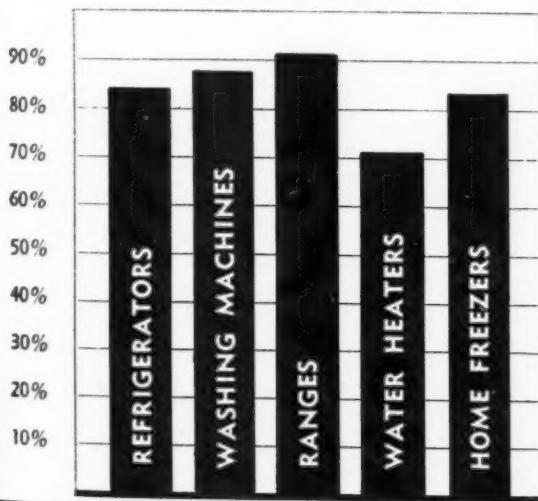
Type of Store	Attic Fans	Dishwashers	Food Mixers	Heating Pads	Home Freezers	Irons	Ironers	Lamps	Radios	Ranges	Refrigerators	Roasters	Room Coolers	Space Heaters	Table Appliances	Vacuum Cleaners	Washing Machines	Water Heaters
All Dealers*	58%	66%	83%	73%	83%	95%	85%	86%	93%	91%	84%	79%	69%	70%	83%	89%	88%	72%
Appliance Stores	75%	75%	92%	87%	86%	96%	88%	85%	91%	90%	77%	88%	82%	72%	90%	92%	84%	77%
Furniture Stores	24%	46%	63%	39%	74%	94%	79%	93%	96%	95%	95%	57%	47%	66%	66%	84%	93%	53%
Hardware Stores	61%	63%	84%	88%	88%	99%	82%	89%	97%	93%	95%	88%	49%	72%	97%	91%	95%	93%
Department Stores	40%	73%	89%	76%	87%	92%	87%	65%	95%	92%	92%	87%	70%	70%	84%	81%	92%	81%
Utility Cos. Stores	23%	28%	46%	46%	33%	51%	37%	56%	5%	42%	37%	49%	21%	42%	54%	33%	35%	39%

*Utility company stores not included in totals for "All Dealers"

The growing importance of the Southern and Southwestern electrical appliance market is shown clearly by the table above and the chart at the left. The figures were developed in Electrical South's Annual Survey of Electrical Merchandising Plans and Practices.

This Survey uncovered many other interesting facts—as for example the information that more than half the dealers will carry more than one line of major appliances, as shown in the table at the lower left.

Percentage of dealers planning to handle certain major appliances



SEVERAL LINES TO BE CARRIED

Appliance	Percent Who Will Carry			
	1 Line	2 Lines	3 Lines	4 Lines
Refrigerators	49%	27%	8%	5%
Ranges	39%	31%	13%	5%
Washers	28%	32%	16%	10%

Increased Southern per-capita income and expanding electrical facilities throughout the area mean that the South and Southwest will represent an increasingly important proportion of your market. You can reach this greater buying power completely—and only—through the pages of Electrical South. Over 10,000 copies monthly, read by practically all important distributors and dealers—hardware, furniture and department stores—as well as electrical dealers, utilities and contractors.

NOTE: We'll gladly send you a reprint, on request, giving all results of this year's survey.

ELECTRICAL SOUTH

W. R. C. SMITH PUBLISHING CO.
Grant Bldg. Atlanta 3, Ga.
ABC & ABP



DESIGNING TO SELL

(Captions read counter clock-wise)

HAS SINGLE-TOUCH CONTROL: The new, fully automatic electric dishwasher developed by General Electric Co. reduces to a single step the 14 operations required in the pre-war dishwasher. The appliance takes care of the pre-rinsing, washing and double rinsing once control is turned on. The motor is completely enclosed.

NEW SUNROC WATER COOLER: This electric water cooler of advanced design is intended for that considerable segment of the market which prefers bottled drinking water. It is said to be outstanding for its economical and trouble-free operation. It is being made in volume by Sunroc Refrigeration Co., Glen Riddle, Pa.

SINGLE FOLD CLEANSING TISSUES: Personal Products Corp. is launching the newest addition to its line under the brand name "Yes." The shallow depth of the attractive container, combined with the large opening, does away with the need to "dig down" when the tissue supply runs low. Boxed in soft blue with black and white lettering.

HEARTBEAT PERFUME: Leigh Perfumers are introducing this vibrant floral blend in an interestingly unique container. The box is in silver designed with colored scrolls and musical notes. The word "Heartbeat" is written across the face in eye-catching cerise. The crystal-clear perfume bottle stands firmly upright in the plastic base of the container.

RCA VICTOR'S PERSONAL RADIO: Here's a receiving set which was made possible by commercial applications of wartime research and development. It weighs only 3½ pounds complete with batteries, but it has sufficient volume for room-level performance. In plastic case of simulated alligator hide, it turns on automatically when lid opens.




"In politics the ATLANTIC will be the organ of no party or clique, but will honestly endeavor to be the exponent of what its conductors believe to be the American idea. It will deal frankly with persons and with parties, endeavoring always to keep in view that moral element which transcends all persons and parties and which alone makes the basis of true and lasting national prosperity. It will not rank itself with any sect of antis! but with that body of men which is in favor of freedom, national progress and honor, whether public or private."

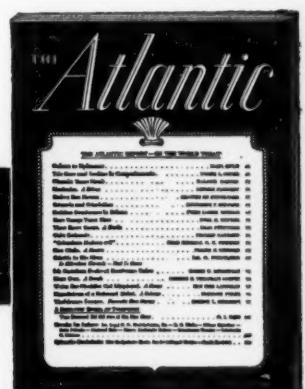
*From the back cover
of the first issue of
the Atlantic,
November, 1857*

Because of the highly selective nature of its editorial appeal, the ATLANTIC never did, nor does it now, aspire to become a "big circulation" magazine. That it has increased its readership some 50% since it changed to a more modern format in 1942 is indicative only of a healthy growth in the number of people who look to the ATLANTIC for ideas. It's the magazine's place in their hearts and lives, and in their thinking, that makes it an intensive and profitable audience for your ideas as projected through advertising.

The Atlantic — for IDEAS

THE ATLANTIC MONTHLY, 8 Arlington Street, Boston 16, Mass.

APRIL 15, 1946





How to PROVE YOU'RE A BIG ADVERTISER: A sample of every advertisement United-Whelan ran in 1945, pasted on a paper backing, makes a "clipstrip" 580 feet long. It unwinds from a capstan on the stage and extends around the banquet hall and into the lobby.

Going to Stage a Business Show? Here's How United-Whelan Does It

Store chain, at banquet for suppliers, used employes as "actors" to dramatize its ability to sell. Many good stunts, quick timing and changes of pace with few speeches combine to sink into minds of manufacturers the company's theme: "We are a good customer."

It takes "know-how" to stage a dramatic home-talent business presentation before 1,500 diners . . . and make it click. A lot of good tricks, carefully planned and rehearsed, are essential if a company's message is to be put over swiftly, clearly, grippingly. United Cigar-Whelan Stores Corp. has the "know-how" and the tricks. This was proven at the company's big Victory Dinner in New York City in February . . . the fourth such dinner in a war-interrupted series.

The basic idea behind the Victory

Dinner was in itself unusual: *Buyer* company grandly entertains the people who *sell* to it. That's something that seldom happens. And a buyer company seldom has said to its suppliers, as Frank M. Head, United-Whelan vice-president and general merchandise manager, said at the Victory Dinner: "We are third largest in our field. If we are not at least your third largest customer, then show us how to become *at least* that!"

So the triple objective of the dinner was to build friendship and mutual confidence between United-Whelan

and its suppliers, to urge suppliers to bring United-Whelan more sales ideas while selling it more merchandise and, at the same time to show suppliers that expanding, sales-minded United-Whelan is ready, able and willing to use those ideas to move more goods.

To demonstrate its retail sales ability and facilities, the company staged a bright, swift 45-minute show that kept 1,500 well-fed diners wide awake and attentive. The show, however, wasn't built in a day. It required nearly three months of detail planning, script writing and final rehearsing. It was all done by the company without professional guidance.

It started with a *short* speech by President Walter G. Baumhoger thanking suppliers for their cooperation during trying war days, assuring

REAL WHELAN STORE PEOPLE Do ability, a series of employes — nurse, a cigar salesman, a beauty

SOME TALKING: To sell 1,500 suppliers on United-Whelan's store merchandising carefully selected and trained — are introduced by name. A pharmacist, a consultant tell how they handle their jobs . . . with emphasis on selling.



"LUNCH TIME WITH A PUNCH LINE"



What, in Philadelphia, rivals pepperpot or ice-cream as a luncheon "dish"?

It's KYW's noon-time variety show . . . "Lunch Time with a Punch Line"! And it's a favorite dish with thousands and thousands of listeners in the nation's third market. Ingredients, tastefully blended by KYW's *chef de programme*, include many of the most delectable morsels on the KYW staff.

Peter Roberts, as *maître d'hôtel*, and Clarence Fuhrman, *avec bâton*, are on hand each day.

Extra flavor is added, from time to time, by Andy Arcari and his superb accordion, and by Penny Read, Mary Lou Howard, Phil Sheridan, Gene Graves, and others from KYW's vocal department. Guest artists frequently lend additional spice.

For food advertisers particularly, "Lunch Time with a Punch Line" is a most attractive delicacy. Portions are available, on a one-minute participation basis, with live announcements. Interested? NBC Spot Sales will be glad to set a place for you.



WESTINGHOUSE RADIO STATIONS Inc

WBZ • WBZA • KDKA • WOWO • KEX • KYW

Represented Nationally by NBC Spot Sales—Except KEX • KEX Represented Nationally by Paul H. Raymer Co.

them that United-Whelan sticks to its friends, and describing the store expansion that's now going on. Then came Vice-President Head with a short speech on the growth of the company's business, with his invitation to suppliers to sell the company more and more merchandise. That ended the speaking.

At that point the real show began. Mr. Head wanted to impress suppliers with the \$1,000,000 which the company spent for advertising in 1945—with extensive financial cooperation by makers of branded merchandise.

While he stood at a microphone at one corner of the banquet hall stage, describing the year's campaign, a tremendous "clipstrip" of unduplicated full-page newspaper advertisements mounted on a 580-foot strip was unwound from a 36-inch wooden capstan beside him. Had the strip carried every printed Whelan 1945 ad, it would have been 14,404 miles long.

"Come up here, some of you Whelan men," said Mr. Head, "and help carry this strip." The first few of about 50 pre-selected company officers and employes hurried to the stage.

Behind the long ribbon at 10-foot intervals they fingered the top of the strip as it unwound and moved across the front of the stage, down four steps at the far end and around the wall of the big banquet hall. More and more men came forward to carry the unwinding roll of ads. The original 50 were not enough. Guests leaped up and helped.

Endlessly the strip was drawn off the capstan. The 1,500 diners broke into applause. For 10 minutes the still-unwinding strip marched clear around the vast room and out into a front lobby. There it was supposed to be rolled up. Actually, the bulk of paper piled up so fast it had to be cut into short lengths by some quick thinker and stacked for possible use.

Requires Planning

This impressive advertising display required planning—and some ingenuity. A month in advance a length of 30-inch cloth backing for the pasted ads was tried out. It was too flimsy. A roll of heavy wrapping paper was too easily torn. United-Whelan then put it up to a concern whose business is mounting displays on backing of all sorts. This concern hunted the paper market until it found enough heavy manila stock such as is used for postcards. This proved limber enough, stout enough to stand the handling—when edged at the top with scotch tape. During the show the uneven tension tore it in only one place—to the edification of the audience.

But how to mount such a long roll? Even the mounting concern didn't know at first. So its mechanics invented the capstan, to hold the 580-ft. "clipstrip" which was wound around a wooden tube. An iron post was run through the hollow wooden core. The post carried a painted metal top to keep the unwinding strip from slipping upward. Its foot was anchored and braced on a wood platform. The heavy roll of paper rested at the bottom on a wood disc under which were ordinary furniture casters free-running on the base platform. That completed the invention. The long "clipstrip" unwound readily. The cost of the entire display was \$300.

But United-Whelan also runs many full-page advertisements for its cosmetics only. A good deal of human-form-divine art work appears in these. Walter Thornton girl models pose for these ads. To bring this kind of advertising "to life," 24 Thornton girls—the very girls used in the ads and paid \$25 each for their appearance that evening—formed a line on the stage, lovely in low-cut gowns (rental: \$10 per). They were introduced by

Ad Beyer
THE OLD ANALYST
Sez
"HOLY SMOKE
WHAT A MARKET"

Believe me, advertising and sales chiefs aren't passing up the folks in the Rockford market once they take a look at the facts. They can't miss with 165,431 newspapers, (72,858 with Sunday issue), going into a trading center bulging with *bank deposits and *postal savings . . . more than 300 manufacturing plants loaded

to the gills with orders . . . and the hub of a "money-in-the-sock" 13 county farming section.

There are bigger markets, sure . . . but show me one that offers a greater sales opportunity, dollar for dollar. Yes sir, if you want your advertising to work, and work fast, use the Rockford Star, Register-Republic.

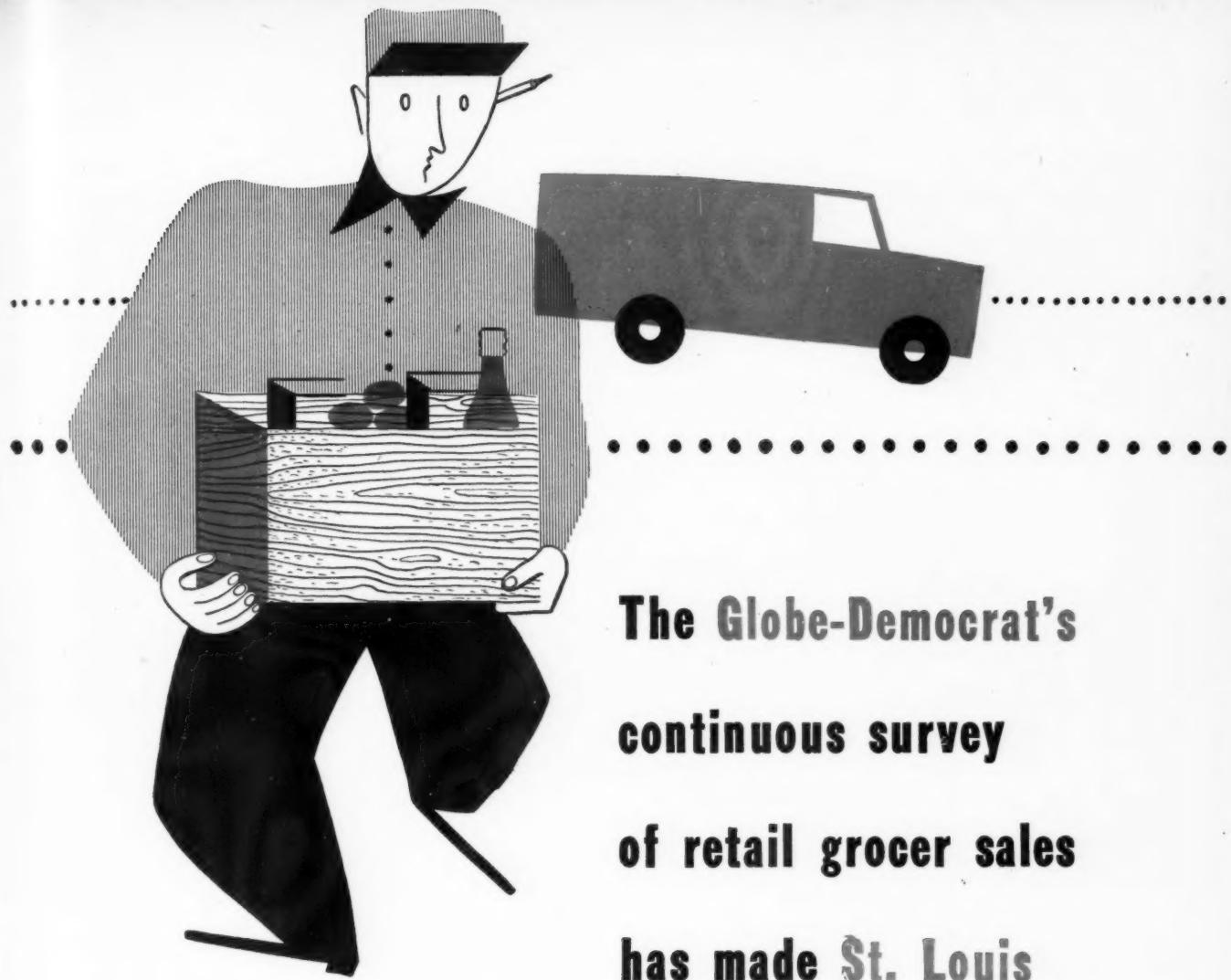
† February Average.

* 28% Increase in 1945 Deposits.

* Highest Per Capita Savings in United States.

111,000 METROPOLITAN POPULATION • **377,854** A.B.C. CITY AND RETAIL TRADING ZONE

AT THE TOP IN ILLINOIS
ROCKFORD
Best Test City in the Mid-West
ROCKFORD MORNING STAR
ROCKFORD REGISTER-REPUBLIC



Here are the 27 food classifications in the *Globe-Democrat's* Grocery Audit

Package Laundry Soap
 Bar Laundry Soap
 Cake Flour
 Dehydrated Soup
 Chili Con Carne
 Cleansers
 Water Softeners
 Bleaches
 All Purpose Flour
 Pancake Flour
 Prepared Flour Mixes
 Toilet Soap
 Coffee
 Instant Coffee
 Dry Dog Food
 Ready-to-Eat Cereals
 Hot Cereals
 Shortening
 Margarine—Butter—Lard
 Evaporated Milk
 Peanut Butter
 Baby Food
 Baby Cereal Food
 Catsup and Chili Sauce
 Canned Soup
 Desserts
 Spiced Luncheon Meat

**The *Globe-Democrat's*
 continuous survey
 of retail grocer sales
 has made St. Louis
 America's No. 1 test market**

To learn which way the wind blows and how to set yours sales, turn to St. Louis and the St. Louis **GLOBE-DEMOCRAT'S** Grocery Store Audit . . . the perfect combination for test campaigns.

Keeping a continuous, accurate check on 450 products in 27 grocery store classifications, the **GLOBE-DEMOCRAT** survey quickly shows where you and your competitors stand in this busy midwest market. It clearly reflects the effects of all efforts to stimulate sales . . . price, packaging, merchandising, and advertising.

This valuable Audit is available to you. Write the St. Louis **GLOBE-DEMOCRAT**, Dept. 104, St. Louis, Missouri.

St. Louis *Globe-Democrat*

Only the *Globe-Democrat* claims to cover successfully the rich and important market of the 49th State, which includes 87 counties in Eastern Missouri and Southern Illinois.



WNOX

gives you

1. MORE LISTENERS
2. MORE COVERAGE
3. MORE POWER

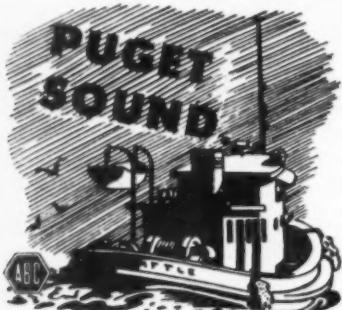
Three reasons why you get more return for your advertising dollar when you place your client's advertising on WNOX.

Check today with your BRANHAM man for availabilities.

REPRESENTED BY
THE
BRANHAM
Co.

Affiliated with
THE KNOXVILLE
NEWS-SENTINEL

WNOX
CBS • 10000 WATTS
KNOXVILLE, TENN



BOATING BEEHIVE
Second largest boat population in the U.S. operates in the Puget Sound area... registrations at the Seattle Customs office exceed 26,000 boats.

Power boat registrations on the Pacific Coast as a whole have more than doubled in the past 8 years, making it the fastest growing marine market in the nation.

This is PACIFIC MOTOR BOAT's market

PACIFIC MOTOR BOAT
71 COLUMBIA STREET
SEATTLE 4, WASHINGTON
VANCOUVER • PORTLAND • WILMINGTON
SAN FRANCISCO • LOS ANGELES

A MILLER FREEMAN PUBLICATION

name as their full-pages were unwound from smaller capstans. Each girl held the top of the "cosmetic clipstrip" above an ad in which her picture appeared. Around the banquet hall they went. The boys liked that.

At that point in the show, the pace was changed. General stage lights went out. Spots played only on Mr. Head at one end of the stage front and on a second "pulpit" at the opposite end.

To tell the story of each important department in a United-Whelan store, a salesman or girl from each department appeared at the second "pulpit," one after another . . . the candy girl, the pharmacist, the trained nurse, the cosmetician, the cigar man, the fountain man, the store manager . . . describing his or her job, the training that goes with it, the selling ideas that are used every day. They were real employes from stores of the chain, introduced by name, though they were so carefully selected and rehearsed for their 2-minute talks that many a listener thought they were actors.

Whelan Shopper Speaks

One special feature of United-Whelan advertising called for a different kind of stage presentation . . . which added another change of pace to the show. With full-page newspaper cosmetic ads, the company runs a column of chat by "Peggy Walker, the Whelan shopper." In the ads, a black head-and-shoulders silhouette of a girl appears at the top of the column as "Peggy."

"Peggy" was in the stage show—in silhouette. Lights all over the banquet hall were blacked out. A 15-foot shadow screen deep in the stage flashed up white and clear. A slim table and typewriter—in silhouette—were all that could be seen. Then a trim girl—in silhouette—walked into the scene, took her seat at the typewriter and talked about the column and its merchandising results, smoking a cigarette part of the time, the smoke curls interestingly visible. She was "Peggy." Closing her talk, she rose and walked toward the audience, apparently stepping right through the screen—at the instant it went black.

The act was suggested in part from silhouettes in a current Broadway show. It was simple to stage. United-Whelan rented a shadow screen from a photographic supply house for \$50. Black-out curtains were hung on both sides and across the top. "Props" were only a single flood lamp laid on a chair 15 feet back of the screen, the table and typewriter, a microphone laid beside the typewriter and—"Peggy."

To complete the business show,

colored slides projected from a balcony at the rear of the hall, showing United-Whelan's newest ideas in store construction, illustrating the expansion plans of the company.

Thus, in about 45 minutes, the company told the story of its present and immediate future capacity to sell goods. The telling was full of motion, color, realism. Nothing dragged. Nothing stalled.

"Well, we learned a good deal by this experience," commented Stanton



"SELL US MORE!" Vice-President Frank Head sounds the keynote of the United-Whelan's dinner for its suppliers.

B: Fisher, advertising director who supervised the writing, rehearsing and staging of the show. "You have to have lots of action, many changes of pace, and close timing so that everything happens right on the dot.

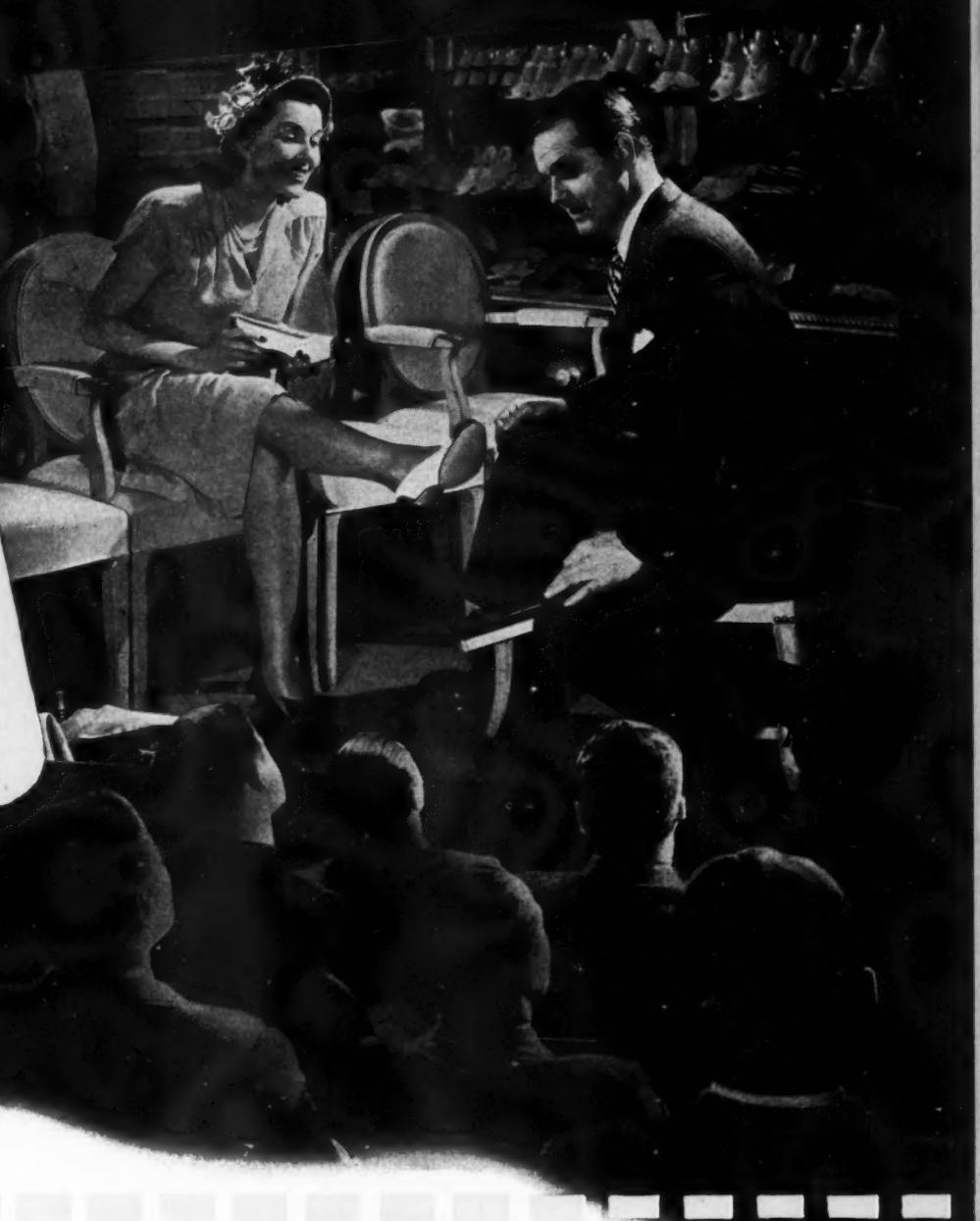
"As for timing, you have to have your people in the wings ready to appear, and in the right frame of mind. Two of us were back there all the time lining them up, kidding them out of stage fright and making dead sure, at the last minute, that their clothing was just right—to the last button and pinned-up tuck—and that each one had his script in the correct order. We had to watch all the props, too. We really had a lot to do. But this care paid out. Not many details went haywire.

"Rehearsals are extremely important. We probably rehearsed our people enough privately, during the two weeks before the dinner; but we had only two rehearsals on the stage, and only one of those was full-fledged with all the lights and with the hotel electricians doing their stuff. It occurred only three hours before the show. That wasn't enough. It would have paid us to hire the necessary staff to go through the show with all our 'actors' two or three times while we polished up the whole thing.

"It always pays, before you put on a thing like that, to learn all the union and hotel staff rules that may be involved. This saved last-minute head-

the salesman's "salesman"

Today's improved
films add color,
spark, interest
to sales meetings



IF YOU HAVE important sales meetings coming up...if you want to be sure these meetings click with everyone...build your program around sales films.

Using a motion picture to supply the inspiration...and slide films to furnish the last-minute product and merchandising information...you can bring new color, spark, interest, and conviction to your meetings. And for a very modest outlay!

Plan your program now—films were never better. During the war, commercial film producers learned a

lot. They learned how to improve motion picture technics—with a more adroit use of pictures, color, action, and sound. They learned how to distribute films with utmost efficiency. And, at the same time, great improvements in projection equipment were made.

As a consequence, the film medium is today more effective than ever...is one of modern advertising's most important forces. Commercial film producers know how to apply this "force" to your sales and service problems. Call one in now.

Eastman Kodak Company, Rochester 4, New York

Sales Promotional Films

*—another important function
of photography*

Kodak



THE DEMAND FOR PAPER FOLLOWS THE SCHOOL

Despite hundreds of handicaps the paper industry produced a record volume in war years, but even this record will be surpassed as world literacy increases the uses of paper.



A GROWING MARKET FOR CAPITAL GOODS

PULP & PAPER INDUSTRY

71 COLUMBIA STREET
SEATTLE 4, WASHINGTON
PORTLAND • DENVER • VANCOUVER • NEW YORK
SAN FRANCISCO • NEW ORLEANS • LOS ANGELES

A MILLER FREEMAN PUBLICATION

Resultful
Direct Advertising
Planned, Created and Produced
by
D. H. AHREND CO.
has won
1216
NATIONAL AWARDS
in the Last 3 Years

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

D. H. AHREND CO.

325 to 333 E. 44 St., New York 17, N. Y.

MURRAY HILL 4-3411

[64]

aches for us. And it also pays to have a man sit right beside the projectionist with an extra marked copy of the script, as we did, to make sure lights and slides go on just right."

Aside from the stage features, the United-Whelan Victory dinner called for a great deal of careful management of other details. Formal invitations signed by President Baumhogger went out five weeks in advance to officers and contact men for all the companies that supply United-Whelan with merchandise and services. This included even printers, engravers, publishers, and distributors of circulars. RSVP cards went with each invitation. However, follow-up postcards were mailed later to all who had not responded and Whelan men visited others. Over 1,500 people accepted. The company made hotel reservations for all who requested them.

handling all the details of this whole project, Vice-president Head acted as major domo. He assigned each part of the enterprise to one company officer. That officer was in sole charge of his own activity, reporting direct to Mr. Head. Not a minute was lost in "committee" wrangling over how things were to be done.

How did this expensive, reverse-English party benefit United-Whelan? This is what Vice-President Head says:

"In the first place, we believe in friendship in business. We think good feeling and closer acquaintance come from a thing such as this dinner, especially—possibly—when the buyer entertains the seller. I believe more buying companies ought to do it.

"We really want to be a good



Seating Arrangements

To handle so large a crowd on the night of the dinner, all the guests were ushered through a series of four rooms to reduce congestion on their way to the banquet hall. In the big reception lobby each guest drew his lapel name badge from a long raised table on which the badges were arranged in rows for ready visibility, in alphabetical order. Large letter signs, high behind the table, drew the guests to their proper alphabetical spot. Whelan girls pinned on the badges.

Table numbers were pencilled on the back of each man's badge. He had no trouble finding his numbered table. Seating was arranged long in advance. Working from a blueprint showing the location of every table, each Whelan executive was assigned the necessary number of tables for guests in whom he was particularly interested. He made up his own table assignments, making sure a Whelan man was at each table.

At each table setting was a neat, polished wood cigarette box containing 100 books of matches bearing a guest's name. (The boxes cost United-Whelan 90 cents each.) One match book on top of each box located the guest's seat for him. Other mementos at each place included a current full-page Whelan ad in a ribbon-tied roll and the colorful, 20-page paper-bound program menu. In this big booklet were messages from President Baumhogger and Vice-President Head, summarizing the company's story.

After the dinner, the two brief speeches and the company's institutional show, the evening wound up with an hour entertainment by an orchestra and stage professionals.

To simplify the immense job of

THIS STUNT WAS EASY: "Peggy Walker" appears in Whelan ads in silhouette. So she talked about her newspaper column and fan mail behind a shadow screen.

customer and a bigger and bigger one for each of our suppliers. That's why we keep saying 'If we are not at least your third largest customer, why not?' Well, several heads of companies went home and checked up on this. They are going to be of more help to us from now on. That's a definite benefit to us.

"As other good results, I think more suppliers are sold on our ability to move their merchandise; we get more scarce items offered to us; it becomes easier for us to get more advertising cooperation from manufacturers because they see, now, how much good our big handsome advertising does them.

"And one more really important thing: Our own people get a more impressive idea of this company and what it's doing. They become more proud of it. That's a valuable plus."

United-Whelan likes the dinner-for-suppliers idea so much that—although it announced that no more such dinners would be held for five years—it has decided to give the next one two years from now.

SALES MANAGEMENT

Packaging Picture . . . Another Year Of Grappling with Material Shortages

It's doubtful if supply equals demand this year, say speakers at American Management Association's Packaging Conference. Looking to competitive days, they weigh effect of more self-service outlets, decentralized shopping and air transport on package designs.

BY TERRY ARMSTRONG

WHAT'S the outlook for packaging materials now that military requirements are very much on the wane? There will be an increased supply of containers for civilian use, Edward J. Detgen, sales manager, Building Materials Division, Owens-Corning Fiberglas Corp., Toledo, told the American Management Association at its 15th Packaging Conference and Exposition held April 2-5 in Atlantic City, N. J.

Mr. Detgen, however, warned that we are still in for an uncomfortable packaging period because of the still existent material shortages—and in some instances insufficient fabricating capacity. While in practically every instance the 1946 supply will at least equal 1945 production, according to Mr. Detgen, there is little possibility that supply and demand can be matched.

Reasons for Shortages

The shortage of container-board for the manufacture of fiber shipping containers was pointed out as being due to a number of factors including price differentials, shortage of labor in the woods, bad weather and diversion of logs to lumber.

The continuation of many of the container re-use programs which were instituted during the war are expected to ease the shortage to some small but worthwhile degree.

On the other hand, the sharp drop in the production of V-Board and other heavy types of fiber containers may be taken to mean generally that the producers are getting more square footage of container board than they have in several years. This might be considered as another welcome plus on the bright side of the ledger.

In reviewing the matter of paper containers, Mr. Detgen stated that the indications are that the folding box output is spiraling upward and that 1946 production will exceed that of any previous year. Nevertheless, des-

pite this vast supply the situation here again is definitely far from satisfactory.

The CPA, faced with the vital tin shortage problem, has retained controls on the use of tin for metal cans and other purposes. No new applications for tin packaging will be permitted this year at least, it is expected. Mr. Detgen revealed that he believed that while the total production of sheet and strip metal will be as great as it was in 1945, the tremendous demand from the durable goods industries—and automotive industries—may cause the supply for such packaging items as steel drums, closures, etc. to fall below the 1945 level.

The heavy continuing demand for glass containers—due in a large part to the unavailability of metal ones—has put a grave strain on supply sources despite the fact that the industry is rapidly increasing its facilities and is making progress in its efforts to move into greater mass production.

Although there are considerably more collapsible tubes today for civilian packaging needs, here again appears the same general pattern of short supply. The collapsible tube situation is a result of the lead shortage. Neither is the outlook for the next two years bright.

While a general agreement has been expressed that there will be a sufficient supply of burlap bags, the future is not so promising for the cotton bag industry. According to Mr. Detgen, it has been estimated that the textile bag industry will receive only about 75% of its cotton allotments.

In his address before the A.M.A. Packaging Conference, Richard D. Elwell, McKinsey & Co., New York City, focused attention upon the top management approach to packaging. In many businesses, Mr. Elwell declared, the major executives have not yet accorded it the type of thinking it deserves. While they recognize its importance they have not yet coordinated it properly with their over-all company goals and marketing plans.

"Packaging has grown to the point where it can no longer be considered an incidental factor in sales promotion. It has walked right into executive offices," declared Mr. Elwell. "Today packaging has become a top management problem. It has demonstrated its ability to increase your sales. It has educated your customers about your product. It has protected the quality of your product until it reaches your customers and has thus maintained your company's reputation."

These are major factors in determining the results shown on the monthly profit and loss statement, Mr. Elwell emphasized.

Too often, he pointed out, a package designer is called in before specific objectives have been factually determined by top management.

Factual Packaging Approach

Factual approach to packaging, as advocated by Mr. Elwell, depends on analysis—analysis which should be initiated by top management before the assignment is given to the designer.

Such an analysis would concern itself with basic questions about the product, the market, and competitive packaging.

In overhauling a packaging program, the top management function, believes Mr. Elwell, is primarily that of an awareness of its importance to profits, seeing that it is properly geared into the profit program, and directing its course of development.

Mr. H. E. Nack, Packaging Specifications Department, Sharp & Dohme, Inc., in his talk delivered at the Packaging Conference and Exposition, stated his belief that there are not too many war materials adaptable to peacetime merchandising. Nevertheless, he predicted that the end results were mostly to the good in that they have evolved into an appreciation of what constitutes *adequate* packaging, and the importance of practical and scientific package engineering.

In his opinion, from the lessons learned during the war has come a great enthusiasm to turn out packages of greater functional value and more pleasing appearance. He pointed out that by reason of this enthusiasm many of the materials developed or improved upon will be utilized when that time comes when packaging men will have the time to study and apply these improvements in relation to their

own particular problems.

In a brief summary of his own field—pharmaceutical—Mr. Nack declared that glass naturally remains the most popular medium for drug packaging inasmuch as product stability must be first considered. As to bottle caps, Mr. Nack maintained that there were no startling developments as the result of the war. However, he did express the hope that before very long we may expect a return to pre-war quality.

Paul E. Burbank, manager of cargo sales, United Air Lines Corp. told attendees of the A.M.A. Packaging Conference and Exposition that in the food field air transportation is actually changing the quality of products. He explained this by stating that air express makes it possible for harvesting

to be delayed until the actual ripening of the food products.

Mr. Burbank reported that air transportation is particularly valuable in the emergency delivery of machine parts in cases of breakdowns, serums and medical supplies in event of epidemics, and also, when time is an important element in the transmission of materials in the graphic arts lines for newspapers, magazines and for promotional campaigns.

Planes currently in operation, said Mr. Burbank, can carry 18,000 pounds of cargo at speeds which will take them across the continent in ten hours.

As prophesied by Willard F. Deveneau, sales promotion manager, National Folding Box Co., New Haven, Conn., we can expect, as a

pleasant reaction to wartime sombreness, that bright colors will play a vital role in forthcoming packages.

In speaking of package design trends and standards, Mr. Deveneau explained how they may well be influenced by the expansion of the self-service idea, by the increasing use of air transportation, and by the current tendency to decentralize shopping areas.

With the inevitable expansion of self-selection merchandising, the responsibility of the package of a product becomes more and more apparent. This fact was driven home by L. B. Steele, sales manager in charge of advertising and sales promotion, Cellophane Division, E. I. Du Pont de Nemours & Co.

The Package's Selling Job

According to Mr. Steele the following requirements for this type of merchandising should be considered:

1. Package must attract attention.
2. It must tell the product story.
3. The container must build confidence.
4. It must look clean and sanitary.
5. It must be convenient to handle, to carry out of the store and to use.
6. The package should convey the impression of good value.

In addition he listed the following as important from the dealer standpoint:

1. Package must look like a fast seller.
2. It should deserve a preferred display.
3. It should minimize the clerk's selling time.
4. The package should be convenient to stock.
5. It should prevent spoilage during the selling period.
6. It must resist soilage.

With reference to the packaging machinery situation, Frank B. Fairbanks, president, Horix Manufacturing Co., revealed that the industry, in view of recent developments, can afford to nurture an attitude of optimism. These developments, he explained, included the benefits of wartime's acceleration to the industry's production facilities, the return of experienced employees from the Armed Forces, increased availability of essential materials.

Mr. Fairbanks, however, admitted that there are as yet several deterrents to speedy delivery of packaging equipment. Among these, he stated, are pent-up demand, the necessity of gearing engineering talent to peacetime requirements, the scarcity of certain essential manufacturing items, and inevitable adjustments with which to meet the sudden increases in production costs.

MAKING THIS RICH MARKET RICHER BY \$407,685,839.00

\$ 400,000,000.00

\$ 547,000,000.00

Add more than \$400,000,000.00 in War Bonds to the annual \$547,000,000.00 buying income of 372,000 people, and you get some idea of the South Bend, Indiana Market.

St. Joseph County, Indiana (heart of the South Bend Market) made one of the most spectacular War Bond buying records in all America, exceeding every one of its 48 consecutive monthly quotas, and raising \$407,685,839.00!

The South Bend TRIBUNE and affiliated radio station, WSBT, are the only major local media that furnished the driving power—something to remember if you want to sell this exceptional, bond wealthy, high income

2ND MARKET IN INDIANA

The
South Bend
Tribune

NEWSPAPERS GET IMMEDIATE ACTION!

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

SOUTHERN AGRICULTURIST'S READERS'

*High Spendable
Income*

**makes the business
wheels go 'round**



The market your advertising reaches through Southern Agriculturist is a market in which business is moving fast . . . and the reason is obvious. This market, the farm South, has such a high percentage of spendable income—35.6% of the realized net income of agricultural America.

In terms of spendable dollars this means

the huge sum of \$4,439,270,000!*

In this rich market Southern Agriculturist is eagerly read every month. More than 961,000 farm families look to Southern Agriculturist for information, advice, entertainment. Your advertisement in this dependable farm magazine will keep the wheels of your business turning fast.

**SOUTHERN
AGRICULTURIST**

★ ★ ★ "Sells
the South"

*Source: *Crops and Markets, U. S. Dept. of Agriculture, Oct. 1945*

Nashville • Atlanta • Los Angeles • New York • Chicago • Detroit

APRIL 15, 1946



. . . BUT NO SHORTAGE OF IDEAS . . . It all started with Mrs. Grimes and the millinery shortage. "If millions of women want hats," mused Mr. Grimes, "in the name of the I.G.A. they shall have them!"—And they did, through this unique premium plan promoted in window strips, posters, counter and floor displays.

Make-Your-Own-Hat Premium Offer On Coffee Sales Swamps I. G. A.

Based on an interview by Lester B. Colby with

HOWARD R. GERHARD

*Vice-President in Charge of Advertising and Merchandising
Independent Grocers' Alliance of America
Chicago*

J. FRANK Grimes, president and founder of the Independent Grocers' Alliance, listened to a story Mrs. Grimes was telling one evening last fall in their suburban home. Because he listened, one of the most successful promotions in the history of the grocery business was launched in February. Oddly enough, Mrs. Grimes was not talking of foods or groceries, but of women's hats.

Mrs. Grimes' complaint had to do

with the shortage of millinery. It was getting out of hand, like the situation in nylon stockings, white shirts, inch lumber, etc. She had joined a class comprised of North Shore women who were learning how to make their own hats. She was amazed, she said, to learn how easy it was to take a few pieces of felt, follow a simple design, and come out with a smart little chapeau.

If someone, somehow, could get the

idea across to the millions of women of America who wanted new hats, and were finding difficulty in buying them, it would be . . .

"If millions of women want hats," mused Mr. Grimes, "in the name of the I. G. A. they shall have them!"

Now the I. G. A. has in its near-loop headquarters in Chicago a sort of Board of Strategy. These experts in advertising and promotion think up and plan various schemes for making the 5,000 member stores scattered through 44 states popular buying centers for food items.

"I want to find, at once, the basic materials for 500,000 women's hats," Mr. Grimes told his startled aides. "I want to find manufacturers who can

the one to watch!

She's a mighty popular number! And so is IDEAL—the *one to watch* as the hit-tune of the women's magazine field! IDEAL's *Movies*, *Movie Life* and *Movie Stars Parade* cover Hollywood on a brand-new scale, set a new tempo . . . IDEAL's *Personal Romances* sounds a new note, key and pitch in stories of love and romance. And how America's women have joined in the chorus! In eight years—circulation to the tune of two million . . . thousands more singing IDEAL's praises every issue! Sweet music for IDEAL's new advertisers . . . advertising lineage ever on the crescendo! So get into close harmony with an IDEAL ad-man—NOW!

Ideal is on the move!

W. M. COTTON'S
IDEAL
Women's Group

MOVIE LIFE • PERSONAL ROMANCES
MOVIES • MOVIE STARS PARADE

NEW YORK • CHICAGO • HOLLYWOOD

APRIL 15, 1946

56.8% IN THE BIG 6

Among ALL 6 of Buffalo's downtown, Main Street department stores, 58.8% of the 1945 advertising lineage appeared in the Courier-Express.

Individual figures were:

Store A	56.3%
B	50.0%
C	55.6%
D	76.8%
E	58.8%
F	42.4%

These stores know what makes customers buy. You can take their word for it... in Buffalo

You Need the

Buffalo Courier-Express

Buffalo's Only
Morning and Sunday Newspaper

take the material and die-cut it into specified shapes and sizes."

Mr. Grimes' estimate of the situation, it has now been proved, was a most conservative one. The offer started on February 7. Total figures to date have not been released but thousands of dollars, with coupons, are coming in daily. The reaction, admittedly, is staggering. The offer runs to May 15. And the end is not in sight.

The mechanics behind this unusual offer were simple. I. G. A. stores carry three brands of coffee: De Luxe, Royal Guest, and Sunny Morn. A coupon in an envelope was attached to each pound of coffee. Basic materials for two hats were promised, to be mailed direct from the association's offices in Chicago, for \$1. With the materials would go a booklet titled, "You Can Trim a Hat."

The coupon explained that two types would be sent—the "Bumper Beret" and the "Calot." The buyer had choices in color. For the beret—navy blue, brown or black; for the calot—gray, beige or black. She was told to fill in the coupon, clip on a dollar bill, and mail. The postman would bring the hats, with directions for putting them together. Any woman, moderately skilled with the needle, should be able to fashion her own hat in 20 minutes.

Two million handbills supplied to the 5,000 I. G. A. stores carried the announcement. Advertisements prepared for the stores, located in towns of from 400 population up, to be run in local newspapers, told of the offer. Store operators were told how to build island and counter displays featuring the coffees. Point-of-sale advertising was prepared, cards and streamers.

A Bang-Up Beginning

To start it off with a bang a dramatic presentation was given at the annual conference of I. G. A. distributors, a four-day meeting which opened in the Park Central hotel in New York City on January 30. Charlotte Palmer, designer of the hats, told the story while six Powers models strutted them before the assembled distributors. Miss Palmer deftly showed how simple it was to put the hats together and added:

"The Bumper Beret and the Calot are going to head the list in spring hat fashions according to predictions of the millinery trade."

News releases were sent to editors of women's pages of newspapers in towns and cities across the country wherever there were I. G. A. stores. Here are paragraphs clipped from these stories.

"All of Milady's pent-up desire to create, express herself, can be unloosed when she trims these chapeaux. They are truly hats which can be adapted to 1,000 personalities. A feather for that tailored look . . . flowers and veiling for elegance . . . fruit for perky pertness, are just a few of the suggestions. Trimmings from discarded hats can be used."

"Attention Mrs. Housewife, bobby-soxer, career girl, grandmother and sweet young thing. We have a message which we believe will interest and possibly startle you immensely. You can now buy hats at your local I. G. A. grocery store. Two hats for one dollar with the purchase of one pound of coffee."

"These hats are die-cut and the simplest things in the world to whip together. The assembling, basting and stitching of one hat shouldn't take more than twenty minutes! With a hat so smart and basic in style you have *carte blanche* in the decorating of it, according to the clever milliner responsible for their design."

It Startled the Country

"Once in a lifetime an individual or an organization does something so fantastic that the entire country is startled by the news—which is hard to believe. That is exactly what the I. G. A. is doing with its 'Fashions with Groceries' promotion."

It was pointed out to the women that there was no danger of I. G. A. store customers appearing in "identical hats." Each woman, taking the basic materials, would "dress" her hats with trimmings to suit her individual taste. She could buy these "fixings" at millinery shops, department stores, variety stores or the five-and-tens. She could use buttons, studs or sequins; flowers of her own choosing, or sprigs of artificial fruits or feathers or anything that might catch her fancy. There was no end to it, she was told, if she would only use her ingenuity. There was challenge in it, and what woman will take a dare?

Anyway the thing worked, and in a big way.

"The blast of buying rocked us back on our heels," says Howard R. Gerhard, vice-president in charge of advertising and merchandising, I. G. A. was organized 20 years ago. We have never found any promotion like it in all that time. The way the dollar bills are pouring in has us shaky. Very early in the campaign we faced a shortage of materials. We had to go out and search the Nation for felt. Our suppliers were overwhelmed. Cutters couldn't keep up with the demand.

"We have had to reconvert machines



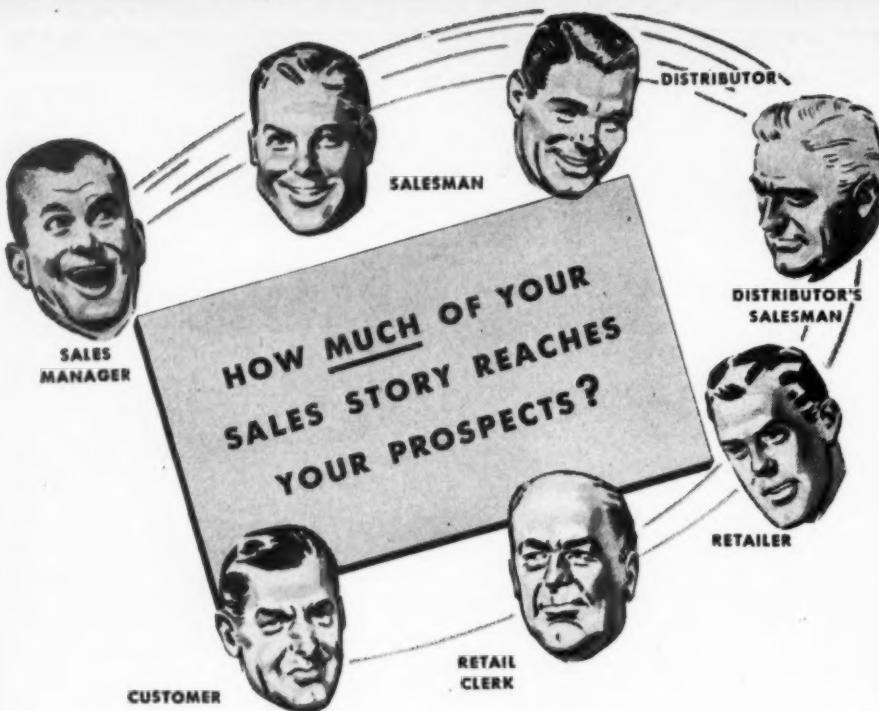
CHANNEL

...to most Seattle Homes

No one who approaches Seattle by sea will ever forget the clanging channel buoys . . . the thrilling panorama of lights and buildings that rise literally from the Pacific. No question! Here is a throbbing, thriving, great and prosperous city! And there is *one* clearly marked channel into most Seattle homes—THE SEATTLE TIMES. It is Seattle's *favorite* newspaper—by all comparisons the FIRST advertising medium in Seattle.



Represented by: O'MARA & ORMSBEE, INC. • NEW YORK • CHICAGO • DETROIT • LOS ANGELES • SAN FRANCISCO
APRIL 15, 1946



HERE is the proved way to stop the power losses that weaken your sales story as it filters down through the distribution chain. Put your story into sound motion pictures.

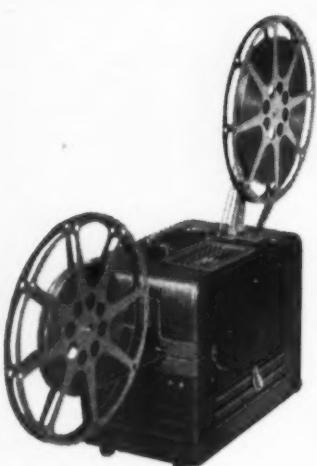
Give your sales film all the force the best brains at headquarters can pack into it. Then you can be sure that the full impact of your sales story will reach the prospect, undiluted, unaltered.

We have helped many firms solve knotty sales problems. Perhaps we can help you. Let us start by sending you the new booklet, "Movies Go to Work." No cost, no obligation. Just clip the coupon to your letter-head.

Bell & Howell Company, Chicago; New York; Hollywood; Washington, D. C.; London.

**Superior Sound Film Projection
—Easy, Trouble-Free**

Bell & Howell Filmosound 16mm sound-on-film projectors have long been the overwhelming choice of business film users. Today's Filmosound is even finer than its predecessors. Its war-developed refinements improve sound and picture reproduction and simplify operation.



OPTI-ONICS—products combining the sciences of OPTICS • electRONICS • mechanICS

PRECISION-MADE BY

Bell & Howell

SINCE 1907 THE LARGEST MANUFACTURER OF PROFESSIONAL MOTION PICTURE EQUIPMENT
FOR HOLLYWOOD AND THE WORLD



BELL & HOWELL COMPANY
7190 McCormick Road, Chicago 45

Please send our copy of "Movies Go to Work." Send also full information on () Filmosound; () Filmosound Library of films for rent or purchase.

Name..... Title.....

Firm.....

Address.....

City..... State..... SM 4-15-46

designed to stamp out metals to stamping out felts. Makers of metal washers are now cutting felt. It has us dizzy, but somehow or other we are managing to keep up with the demand fairly well."

J. Frank Grimes, president of I. G. A., has started things before. In his early years he was a partner in a firm that specialized in efficiency and cost accounting for grocery companies. It was found that the chains were making inroads on smaller independents. Because of their buying power they were making it difficult for small independent grocers to compete with them.

Mr. Grimes conceived an idea that if many independents could be grouped, and if these could buy from independent wholesalers as a body, the chains could be combated—met on an equal basis. Independent wholesale grocers, strategically located, could become supply bases. The trick, as he saw it, was to combine groups of stores so located that wholesalers, properly located geographically, could supply them economically.

Setting Up Chain Operations

Headquarters, buying offices, were set up in New York City, Chicago, San Francisco, and Seattle. The general functions of chain operation were set up. This included a complete advertising service, with mats and all the appurtenances, art work and so on. It meant the employment of merchandising specialists. It meant, too, the establishment of private labels. It brought, in time, a store engineering department and a store revision or remodeling department. As new methods developed it meant keeping step. It means, right now, research and methods in developing frozen food departments and system in expanding the fast developing frozen foods divisions of stores.

Grocery store merchandising has changed vastly in these 20 years, and stores, to profit most, must keep step with the evolutions coming on. It is too big a job for the independent grocery dealer. Throughout the Nation the small store has come to find that it must lean more and more on the "specialists" who travel, observe, and learn from the experiences of others how best to equip, display and merchandise.

The war years, Mr. Gerhard explains, have turned many old and established practices in buying and selling topsy turvy. Promotions that five and 10 years ago clicked are outmoded today. Supply in the grocery trade, while not so dramatic in its problems as say the nylon or white shirt business, has run into many sharp difficulties.

Monarch

MALEABLE

have been advertised
for 3 YEARS
in
POULTRY TRIBUNE

You can't afford to leave a "Two Billion Dollar Hole" in your Farm Magazine Schedule. 1944 gross farm income from Poultry and Eggs was \$2,689,000,000. (Source U.S.D.A.)



That has meant good business for Monarch,
who learned long ago about Poultry Tribune's
DUAL APPEAL to the farm woman. By helping
her make more money from her poultry flock
and keeping her up-to-date on her home-
making problems, Poultry Tribune gets cover-
to-cover readership that sells more goods at
less cost.

500,000 Circulation



**MEMBER: AGRICULTURAL PUBLISHERS' ASSOCIATION
AUDIT BUREAU OF CIRCULATIONS**

WATT PUBLISHING CO., Mount Morris, Ill.
Representatives—New York: Billingslea and Ficke—Chicago: Peck and Billingslea

APRIL 15, 1946

Poultry TRIBUNE

America's Leading Specialized FARM MAGAZINE

Air Express Goes Everywhere *FASTER!*



Rates slashed 22%—now more than ever, a money-making "tool" for every business

No matter where you do business, even in the smallest town, the speed of Air Express is at your service — between thousands of U. S. communities and scores of foreign countries.

Yes, when "getting something fast" means better serving a customer or clinching a deal, keeping a factory open and men at work — Air Express more than pays its way. It's a money-maker.

Specify Air Express—Better Business Buy Than Ever

RATES CUT 22% SINCE 1942 (U. S. A.)				
AIR MILES	2 lbs.	8 lbs.	25 lbs.	40 lbs.
				Over 40 lbs. Cent per lb.
149	\$1.00	\$1.00	\$1.00	\$1.23
349	1.02	1.18	2.30	3.68
549	1.07	1.42	3.84	6.14
1049	1.17	1.98	7.68	12.38
2349	1.45	3.53	17.65	28.24
Over 2350	1.47	3.68	18.42	29.47
				73.48c

INTERNATIONAL RATES ALSO REDUCED

In the face of rising prices, Air Express rates have been slashed 22% since 1943, saving business millions of dollars. And rates include special pick-up and delivery in all principal U. S. towns and cities — with fast, co-ordinated air-rail service between 23,000 off-airline points. Service direct by air to and from scores of foreign countries in the world's best planes, giving the world's best service — at lowered cost.



Write Today for new Time and Rate Schedule on Air Express. It contains illuminating facts to help you solve many a shipping problem. Air Express Division, Railway Express Agency, 230 Park Avenue, New York 17, N.Y. Or ask for it at any Airline or Railway Express office.

Phone AIR EXPRESS DIVISION, RAILWAY EXPRESS AGENCY
Representing the AIRLINES of the United States

The know-how in getting wanted merchandise has never meant so much as now.

When the I. G. A. stores took their flyer in hats they astounded the millinery trade. Millinery wholesalers, as they watched developments, held their breaths. They could not decide whether this thing might be a peril to them or whether it was a stunt that might rebound to their advantage. Publications serving the millinery trade hesitated and hedged. Could it be that this strange adventure by a grocery group was developing something that might point a new way to millinery merchandising?

Textile and notions merchandisers are also watching. If something like this can happen in the millinery field where next may lightning strike? Premium men say that the premium business is a business of supplying "wanted goods." Methods may be different, procedure "out of the rut," thinking often in unusual channels. Premiums, it is admitted, often shake up those who have become lethargic and wake "sleepers."

Anything can happen when a "smart" premium deal is put over by an organization that is up on its toes. Take the case of this mad scramble for hats by the women of the Nation. It is rather frightening to the millinery trade. Milliners everywhere are "agog." Because of it they have even been called by certain trade publication "mad hatters." The word mad, of course, has two meanings. One is "angry" and the other, colloquially, is "nuts."

Either way you take it it's got the hat industry dizzy. It's dizzy watching the hats go by. And the women who a few weeks ago were worried are now laughing. So are the executives of I. G. A.—when they get home at night and get a chance to relax from the shakes the demand has put them in.



if you're looking for

better retailer

co-operation . . .

better look into

rigid, transparent



VUEPAK

In 24 different fields of merchandising VuePak has proved its ability to get better retailer co-operation . . . produce more sales at lower costs. Here's why:

1. Maximum display of selling factors . . . color, freshness, design, texture
2. Maximum protection of selling factors
3. Speeds turnover
4. Reduced selling time per unit
5. Firm, quality price maintained as long as product is in stock
6. Handles better, light in weight . . . stacks better . . . displays better
7. Prestige value

Why not investigate if your product won't move faster in a sparkling, sturdy "showcase" of VuePak? Unlimited sizes, shapes, combinations now being produced in new, economical production techniques. Full information from your box maker . . . or direct from: MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield 2, Massachusetts.

APRIL 15, 1946

VUEPAK* Reg. U. S. Pat. Off.

VUEPAK* QUESTIONS AND ANSWERS

1. What is VuePak?

VuePak is a transparent, tough, rigid, beautiful Monsanto cellulose acetate.

2. In what form is VuePak available?

In sheets up to 30" wide, and in continuous rolls 30" wide up to 1000 ft. long, depending upon thickness.

3. In what thicknesses is it ordinarily available?

In six standard gauges 0.005" to 0.020".

4. Does sunlight affect it?

No.

5. Is it affected by heat?

Not under ordinary temperatures. It begins to soften after 200° F. Underwriters' Laboratories classification, "slow burning."

6. How can it be fabricated?

It can be drawn, shaped, formed or folded into almost any shape with inexpensive dies. It can be embossed, stapled, printed, cemented, or combined with other materials.



Don't Sell GREENVILLE Short

GREENVILLE, S. C.
(Incorporated Population) 34,734*

Greenville city limits haven't been changed since 1865. The official city population does not reflect the true Greenville sales picture.

Remember...

123,000*
PEOPLE

Live within 10 miles
of the
GREENVILLE BUSINESS
DISTRICT

Greenville retail sales are over \$50,000,000**—greater than many cities in the 100,000 class. It's the trading center of Greenville County—leader in South Carolina's 1944 retail sales. Plan to sell Greenville first in South Carolina.



103% family coverage in South Carolina's leading market—Greenville County. 62% coverage in 8 rich surrounding counties. Total circulation 75,453. Indispensable for selling South Carolina's No. 1 trading area.

Represented Nationally by
WARD-GRIFFITH COMPANY, INC.

*1940 Census

**Sales Management Estimates—1944

GREENVILLE
IS A 100,000+
MARKET
1ST IN SOUTH CAROLINA

Shop Talk

Soiree: I was bidden, last fortnight, by Mr. Jim Knox and his cheerful servants at Kenyon & Eckhardt, to a showy gala at the Ritz Carlton involving some irreproachable liquor and a buffet supper. Everybody who is anybody in the food business was there, and cabbage rose hats were a dime a dozen. Hard-bitten members of the press, who showed up after brushing their collars and coaxing the carbon smears off their fingers with mechanics' soap, were mildly thunderstruck by the fact that they needed neither an Eversharp nor a sheet of copy paper. Knox just wanted to have some friends in as a nice post-war gesture for renewing auld acquaintance, and a pleasant clambake it turned out to be.

The buffet idea, which I suspect originated with Miss Bernice Burns of K & E, was just the right reminder for the guests of the identity of their hosts. In an eye-filling chromatic of color, one whole side of the buffet was laden with a score of Knox-gelatine-based salads . . . toothsome concoctions that led the assembled ladies and gentlemen to rash indulgence in sampling. Lucky Knox, I thought . . . to have a product that demonstrates with such lavish eye and taste appeal!

Publicity & Us: If the working methods of the press are inscrutable to you (and sometimes they are even to us; we toil in what might be described as a state of orderly chaos), you may wonder, sometimes, how we feel about receiving news releases covering doings in your company, or, possibly, about a direct suggestion from you that you think you have a usable story. Let's talk about it for a minute or two.

First, about routine press releases: The postman brings us a binful every day, but we still want yours. Naturally, however, the proportion of incoming script of this kind that can be used must be rather small, just on the basis of space limitations alone, to say nothing of even more serious considerations.

There's nothing whimsical about our selection of what is used. We are in the manufacturing business, just as you are, producing a product to meet a rigid set of standards. Part of our function as editors is the screening of each fortnight's flow of news with the object of passing on to you, in SM, what we think will be most useful. If we weren't thoroughly tough about this task, you'd be so excruciatingly bored that you'd cancel your subscription and demand a refund. And I'd get fired. Actually, we heave-ho enough material of better-than-standard assay value, each fortnight, to make two more mighty readable magazines.

The routine we follow for screening press releases goes like this: All of those addressed to me, to the magazine, or vaguely to "the editors," are weeded out first on my desk. At that time we toss out items that are insignificant news to our audience (appointment of a new salesman to the Arizona territory for the Little Wonder Lawn Mower Corp.) . . . subject matter which falls out of our field (production news, labor news) . . . and we throw away, naturally, all naked or disguised publicity from citizens with an axe to grind. What's left is then routed, item by item, to the individual staff man or woman editing the department the subject fits into, or the man or woman who knows most about the company involved (Some of our editors, like salesmen, have "accounts"). Media news goes to Jim Singleton; product design stuff to Terry Armstrong, and so on.

When the issue is ready to be shaken down, each editor appraises all his potential material and sorts it for importance. "Must" he writes on some of his notes. "Maybe," on others. "Out," or "Check," or

"Amplify," are other words that may turn up. I saw one the other day marked plainly and unmistakably, "Horsefeathers." Then the editor gets his space allotment for the issue and writes accordingly. Each is trained to use his own judgment. I seldom mark anything "must."

Even on simple news items which pass the tests for timeliness, weight and breadth of interest, we rarely use a release as it comes to us. Releases have to be written, usually, with some mythical "general audience" in mind, which means they're not tailored to our highly specialized editorial pattern. In those cases, if the material seems newsworthy, one of the staff members may go back to the company involved and develop either a short piece embodying answers to the questions we know will arise in the minds of our readers or we do a complete job of interviewing to get a full-length feature article. (After all, SM is a "how" book—not a newspaper.) Some small percentage of our total editorial content gets born this way—maybe 5%. The remainder is all custom-created, with the ideas originated by the editors and executed by the staff or assigned to outside specialists, to meet some specific current need.

Like almost all other editors, we bristle at the hammier kinds of publicity. But we feel great friendliness toward intelligent public relations people who occasionally are able to bring us ideas which are usable by even our stiffest standards, or can be made usable after discussion and clarification.

Now, if I haven't frightened the living daylights out of you, and made you wonder how anybody but God and the Cabots and General Electric ever gets mentioned in SM, let me add, and very sincerely too, that we very much want to receive your routine releases, or any special ones you think up just for us . . . you might even put us on the list to receive your promotional material for dealers or distributors if you care to . . . and certainly we'd like to have your house publication. After having skimmed through this little etude, I feel reasonably sure, now, that you won't ever again take it as a personal insult when something emanating from your office doesn't survive the death march. We're doing a job in the best way we know: to have a set of standards and stick to them through high tide and tornado.

Survey, 1946 Model: As I write on this zephyrous Spring day, a day calculated to induce reveries a-stir with leaping trout, I am looking at a completed dummy for the Survey of Buying Power. Four hundred and twenty-four pages, biggest single issue in SM's history. The shop, grimly estimating the man-hours still to go on it, is cagey about production promises, but we believe it will be in the mails on time . . . that is to say, before May 10. Only this last week, at the Knox party, Don West, who is now research director for *McCall's* (he's a SALES MANAGEMENT alumnus) queried me, "Do you remember when, way back in 1927, we put out the first ancestor of the Survey?" I do, indeed. We've come a long way.

Westward, Ho! I'm planning a trip to the Coast for early Fall. SM is well aware of the Big Things that have happened out California way; we believe the West will produce big news in industrial developments in the years immediately ahead. We shall, therefore, intensify our editorial coverage out there, and see that our readers get adequate intelligence on the development of the West as a market. I rather expect to have a case of enlargement-of-the-ears when I return, as a result of all the listening I intend to do on this trip. Would some of our western subscribers like to give me some suggestions about people and projects-to-investigate they think could contribute materially to SM's understanding of what PSS would call "Significant Trends" in the West?

A. R. HAHN
Managing Editor.



DAVENPORT BANK
and
TRUST COMPANY
buys WOC for the
QUAD Cities

(DAVENPORT, ROCK ISLAND
MOLINE, E. MOLINE)



Since 1943, Hooper and Conlan surveys have shown that only WOC delivers the Quad-Cities—the largest metropolitan area between Chicago and Omaha; and between Minneapolis and St. Louis. It's the 40th retail market in the nation, with approximately 218,000 population.

ACCORDING TO
HOOPER THE
40TH MARKET
IS DELIVERED ONLY
BY

WOC

DAVENPORT, IOWA

B. J. PALMER, President
BURYL LOTTRIDGE, Manager

BASIC AMERICAN NETWORK
5000 WATTS—1420 Kc.
FREE & PETERS, INC., National Representatives

DON'T DISAPPOINT THE FOLKS OUTSIDE

on the Pacific Coast, either!

***Approximately half the retail sales on the Pacific Coast are made outside the counties in which Los Angeles, San Francisco, Oakland, San Diego, Portland, Seattle and Spokane are located—only Don Lee covers the OUTSIDE as well as the INSIDE half... a C. E. Hooper 276,019 coincidental telephone survey proves it.**

Let those Pacific Coast *outsiders* in on your radio show—they spend 4 of the total 8 billions in Pacific Coast retail sales each year. Put your radio message on Don Lee, the only network that can bring it to them.

All networks cover the *inside* 50% population, but only Don Lee has enough stations to cover the *outside* 50% also, which accounts for half of the money spent. For geographic reasons, it takes a great many on-the-spot stations to cover all the import-

ant Pacific Coast markets. Don Lee has 11 stations—the other three networks have only 28 stations combined. What's more, Don Lee stations are so strategically located that more than 9 out of every 10 radio families on the Pacific Coast live within 25 miles of a Don Lee station.

To sell the *big* and prosperous Pacific Coast by radio, use Don Lee, the only network *big* enough to cover *both* money-spending halves, the *inside* and *outside*, completely.

The Nation's Greatest Regional Network

IDE

ide the
Portland
all as the
oves in

ee has
have on
Don Le
hat mor
es on th
of a Do

as Paci
only ne
ey-spen
completel



Mutual
DON LEE
BROADCASTING SYSTEM

THOMAS S. LEE, President
LEWIS ALLEN WEISS, Vice-Pres. & Gen. Mgr.
SYDNEY GAYNOR, General Sales Manager
5515 MELROSE AVE., HOLLYWOOD 38, CAL.
Represented Nationally by John Blair & Co.

APRIL 15, 1946

[81]

New Books for Marketing Men

Practical Sales Management, by Harry Simmons. Published by Prentice-Hall, Inc., New York City. Price \$5.00.

Mr. Simmons, long familiar to SALES MANAGEMENT readers, does the sales executive an important service with this work, particularly now when so many companies are reorganizing and expanding their sales departments.

No theorist, the author cites verse and chapter throughout, giving a practical, down-to-earth guide for every phase of the sales manager's activity. Chock full of charts and pictures illustrating salesmen's

application forms, interview forms, market research questionnaires, effective catalogs, manuals, salesmen's kits, easel presentations, and many other sales management tools, Mr. Simmons also outlines the sales manager's duties in a small, medium-size, and large company and discusses how the manager can make himself most useful to his men.

Utilizing salesmen's reports to the full without asking salesmen for too much paper work is treated with a 44-point check list and examples of forms now used in leading companies. Effective sales meeting techniques for gatherings of different sizes and for conventions are cited in detail with special emphasis on dramatizing meetings —a must if the bogey of boredom is to be licked. A brief, but comprehensive course

in public speaking for executives concludes this important book.

The Technique of the Picture Story, by Daniel D. Mich and Edwin Eberman. Published by McGraw-Hill Book Co., Inc., New York City. Price \$3.50.

Beside one of the most interesting picture collections between two covers, the authors, both of *Look* magazine, have done a stunning job of explaining every type of picture story and providing the novice with the know-how to plan and produce them. A revolutionary departure from conventional publishing methods, the picture story has long merited a book of its own. And for anyone who works with pictures for publication, or who just likes to look, this is it.

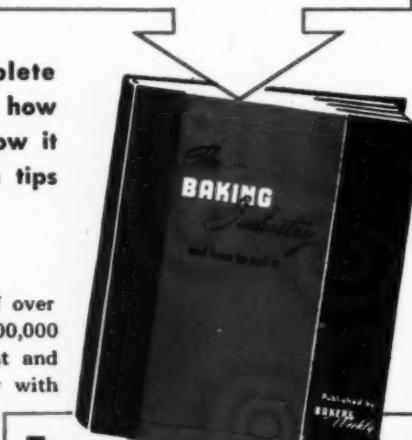
A Practical Guide to the Baking Industry (A new Bakers Weekly study)

Gives manufacturers a complete analysis of the Baking Industry; how it is organized, how it buys, how it merchandises its products, with tips on how to sell the market.

THE Baking Industry does a business of over \$2,000,000,000 annually, buying \$1,222,000,000 worth of ingredients, materials, equipment and supplies each year. This ranks favorably with industries that are commonly thought of as Big Business. A solvent buying power, coupled with an urgent need in the industry for replacement of virtually all equipment, offers manufacturers an unusually profitable sales opportunity if they have a product that bakers use.

What the study covers of interest to manufacturers

1. Organization of the Baking Industry (whole-sale, retail and house-to-house bakeries) . . . how each type operates and distributes.
2. Operating details of the major buying groups (special pictorial section); a handy guide to those interested in seeing how ingredients, equipment and supplies are actually used.
3. Charts of bakers' buying practices—supply house functions.
4. Practical methods of selling and advertising to the Baking Industry.



FREE—

New book can be helpful to manufacturers interested in selling to large combination bakeries, wholesale bakers and retail bakers.

New study describes use of products like these

- Food ingredients
- Bakery equipment (mixers, kneaders, ovens, etc.)
- Plant and store furnishings and fixtures
- Delivery vehicles
- Shipping containers and cartons
- Merchandising aids
- Heavy plant equipment (boilers, conveyors, power transmission equipment, materials handling equipment, etc.)
- Miscellaneous industrial supplies (lubricants, cleaning compounds, valves and fittings, etc.)

Copies of "The Baking Industry and How to Sell It" are available on request to manufacturers and to their advertising agencies.



THE BUSINESS MAGAZINE OF THE BAKING INDUSTRY

Bakers Weekly,
45 West 45th Street, New York City

Please send me, without obligation, my free copy of
"The Baking Industry and How to Sell It."

Name _____

Company _____

Position _____

Street _____

City _____ State _____

D-2

Public Relations: Principles and Procedures, by Theodore R. Sills and Philip Lesly. Published by Richard D. Irwin, Inc., Chicago. Price \$3.75.

"Public opinion," state the authors, "can make or break a business, a product, a political party, or an individual." And Messrs. Sills and Lesly, experts both, have combined to produce a simple encyclopedia explaining what public relations actually is and how the counselor operates, with generous samples of famous past campaigns.

The enormous range of activity covered under the head "public relations," is indicated by the hypothetical program planned for the manufacturer of small airplanes for peacetime family use. First analyzing the market, the counsel then discusses landing and garage space, repair service, legal restrictions on flight, taxes (which seem too high and will require a program to inform local legislators), obtaining dealers, union relations, interesting investors, attracting good men as executive material, and winning the respect and good-will of the manufacturer's own community.

Some campaigns are more limited in scope, involving a limited area or some partial promotion, as for a new branch, package, or product. Others involve relations with the Government, an activity of flourishing importance throughout the war. International and social public relations, public relations in politics, education, and religion, public relations within the corporation, all are considered.

Executives reading this book will surely emerge with a host of ideas they will want to try in their own organizations.

Advertising Layout . . . The Projection of an Idea, by Richard S. Chenault. Published by Heck-Cattell Publishing Co., Inc., New York City. Price \$5.00.

Though beamed primarily to the student of advertising layout, Mr. Chenault's lucid exposition should aid planners of direct mail pieces, manuals, bulletins, and company publications. Clearly visualized, effective layout need not be confined to advertising alone, though it is that field which has done the most to incorporate the principles of balance, leading the eye, and composition in its work.

As art director of Fuller & Smith & Ross, Mr. Chenault is familiar with the advertising layout in all its stages and provides generous examples, some in full color. Direct mail folders, booklets, broadsides, blotters and cards, sales letters, and business reports are considered briefly, as are posters and magazine covers. Excellent chapters on type faces and lettering and the main photographic processes round out the book.

THE NEW YORK TIMES SUNDAY CIRCULATION

HAS PASSED

1,000,000

Rising steadily under the pressure of the greatest reader-demand in its history, net paid circulation of The Sunday Times has passed the 1,000,000 mark—a new record.

Newsprint scarcity during the war cut deeply into The Times advertising and circulation volume. They had to give way to maintain the quality of The Times news columns. Now, as newsprint is less restricted, circulation has increased 150,000 over last year.

Weekdays too, The Times has advanced steadily in New York City, in suburbs and throughout the country. Daily net paid circulation now averages 575,000—a gain of 70,000 over last year and 135,000 over 1944.

Without comics or other extraneous appeals, The New York Times has grown solidly because it is recognized by thoughtful men and women everywhere as "America's Most Distinguished Newspaper."

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

*when you need
a SPECIALIST...*



Call Dr. Ahrend!

Call in a specialist who can diagnose and prescribe successfully for your Direct Advertising Campaigns.

"Patients" rely on our know-how to guarantee healthy results.

D. H. Ahrend Company has lived, breathed, researched its special field for over fifty years. That's why we're likely to be the right "doctors" for you.

Have one of our staff specialists show you "case histories" of successful treatments for D. H. Ahrend clients. No obligation in the Metropolitan area, of course. Call MUrray Hill 4-3411 or write TODAY for personal consultation.

**AHREND CLIENTS HAVE WON
SIXTEEN NATIONAL AWARDS
WITHIN THE PAST THREE YEARS**

D. H. AHREND CO.

Creative Direct Advertising

325 to 333 East 44th Street
New York 17, N. Y.
MUrray Hill 4-3411

Will Television Commercials Be One-Minute Movie Shorts?

"Yes," say the Hollywood producers of those fast-moving trailers filled with trills and quivers that make you promise yourself to see next week's picture. It's already half-past time to practice techniques for putting across your video sales scenes painlessly.

THEY say that it won't be long now, before somebody is asking, "How about our television commercials?"

These video sales messages are going to be something new in advertising and selling, because television commercials are pretty certain to be 16 mm. film episodes, one minute in length, or less.

To get some idea of what video commercials are going to be like, we step into the Hollywood work-shop of two showmen, Leon Benson and Phil Pemberton, who write, edit and make the "trailers" for Paramount Pictures. They are convinced that television commercials will be "trailers," probably made by some of the expert 16 mm. producers who have sprung up in the educational film field, or by newcomers who will specialize in this kind of selling.

It's Capsule Advertising

Recall the movie trailers you have seen recently, and you will have an impression of something that moves fast, with abundant noise, holds your attention for two or three minutes by what it is in itself, and leaves you promising yourself that you will try to see next week's picture.

Theater managers buy these short shows, which are distributed for most of the major picture companies by a special agency—National Screen Service Corp. They are the theater man's on-the-spot advertising, getting closest to next week's audience while it is still this week's audience. He rents them, and would be lost without them.

Looking into their workshop on a morning when Leon and Phil start work on the next trailer, we find that it will be made to promote "Lost Week-End." Frankly, it might be a trailer for soap, because the way of going to work is much the same.

After viewing the film, to find episodes to make an exciting trailer, they decide that this is a "toughie," because the story is one of a souse, who lives through various stages of drunkenness. The film as a whole will make a hit. But you can't intrigue an audience with three minutes of drunkenness.

So, they turn to the sales conference

decisions on this picture, which come from New York City, and decide that one theme will make the best trailer. That is the theme of escape—pursuit—the drunken victim's battle with temptation, with a vague horror, never clearly seen, yet never absent.

Frightening the liver out of a movie audience, to sell next week's picture, is entirely ethical, and within the rules of this art—and will be useful in television. For a horror picture, chills up and down the spine; for a musical, quick glimpses of the girls; for comedy, custard pies in a face. . . . All very careless, light-hearted—but so closely tied to selling that the audience is like a mouse, allowed to play by the cat before being eaten.

Every movie has built into it the elements that will sell it to a vast public, and during the writing and production, movie sales departments are studying these elements of popular appeal, to determine the sales strategy. Out of perhaps a dozen different appeals, things generally narrow down to one or two—you cannot sell audiences a surprise package crammed with different appeals.

The trailer is always part of the general sales campaign, and sticks closely to one or two sales appeals that will be dominant in all the advertising. To go to the trouble of preparing the complete campaign that guides theater owners in stressing the same appeals, and then swinging off in the trailer on something entirely different, no matter how strong a different sales angle might be. . . . well, they never do that in Hollywood.

Vaudeville Technique

Settling on the sales theme, and illustrating it in episodes from the picture, are two different things, because the best episodes in the film may fall flat in a trailer. Comedies are definitely hard to reduce to trailers, because the most hilarious scenes have often been built up in previous scenes, and shown by themselves they will not raise any kind of laugh.

"A fast opening, a socko finish—and keep 'em close together," is an old vaudeville saying, highly thought of by movie trailer makers. Most of



interested in the electrical appliance business?

Then you'll spark to the fact... 97% of all people engaged in the wholesale and retail electrical appliance business in Portland, Oregon read the Oregon Journal regularly.★

These live-wire men and women are not alone in their preference for The Journal. Over 12,000 more families in the Portland Trading Area buy The Journal than any other daily newspaper. Merchants and customers alike specify The Journal because of its accurate local reporting, comprehensive world news, understanding local columnists, top-flight national features. Little wonder that The Journal is today, as it has been for years, Portland's favorite newspaper offering advertisers the largest circulation in its history, both daily and Sunday.

• • • • •
★ **If you lived
in Portland
you'd read
The Journal**

THE JOURNAL
PORTLAND, OREGON

Afternoon
and Sunday

Member Metropolitan and
Pacific Parade Groups



Represented by REYNOLDS-FITZGERALD, Inc., New York, Philadelphia, Chicago, Detroit, San Francisco, Los Angeles, Seattle

APRIL 15, 1946

the trailer material is selected from the picture, but there are music, speech, sound effects, the spoken comment written for the trailer, and a hundred technical tricks, to gain and hold attention. Say the trailer runs 180 seconds, and the episodes from the film 150 seconds; in that other 30 seconds, with tricks, the trailer makers put across the sales punch. And add noise! You can have all you want, to make the audience think it must be good, because it is so loud.

For soap, soup, or whatever the advertised product may be, movie trailer makers think that they might follow the picture formula, and look first for the general advertising themes and sales appeals that have been decided upon to attract attention, and clinch a sale by conviction. The periodical advertising, dealer material, radio and the rest are all of a piece, if they are well planned. So the televised commercials will stress that total appeal, but in a different way.

Tricks of the Trade

Some suggested themes from current advertising:

Campbell soups: Stress laid on quickness of preparation, the main dish ready in seconds, a wide choice in soups, the quick pick-up and heartiness of canned soup. This appeal translates easily into picture incidents, the unexpected guest, the exhausted worker or shopper.

Arrow shirts: Comic misfits in shirts, hints to the bachelor (Keep away from the girls in your Arrow shirt.), to bridegrooms (Don't ask your bride to sew, with those beautiful hands.), to settled married men (When your secretary is too close, and your wife comes in, tell her it's the Arrow shirt.). To a trailer maker, that kind of theme suggests plenty of fast picture episodes.

Mennen products: A girl says "I like smooth men . . . the products make smooth men . . . smoothies make good picture stories . . . the girl opens with the statement, she likes smooth men . . . a fast smoothie episode is shown . . . the girl winds up with the plug, "Smooth—see what I mean?"

Television trailers will trail along with the general campaign, whatever it may emphasize from season to season, and build episodes that can be photographed, with people, to tell stories, in harmony with the campaign.

But the whole movie technique is available to the television trailer maker. He can have professional players for beauty and character, and maybe even reputation, singers, dogs, horses, drama, comedy, horror, animations, sound effects, color.

Building SUPPLY NEWS

is FIRST

AMONG LUMBER AND BUILDING MATERIAL DEALERS

Acknowledged Leader
by Readers and
Advertisers

★ IN CIRCULATION
★ IN ADVERTISING VOLUME
★ IN EDITORIAL INFLUENCE
★ AND LEADERSHIP

Most attractive store on Main Street of Lawrence, Mass., belongs to Lawrence Lumber Co., and is a regular stop on shopping tours. Because of the huge selection of paints, wallpaper, home accessories and giftware, women flock here.

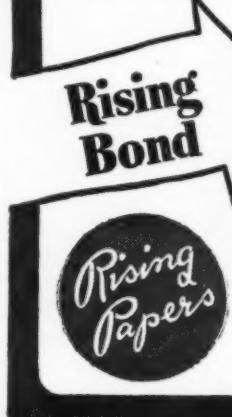
BUILDING SUPPLY NEWS
59 E. VAN BUREN ST.
CHICAGO 5

HOW MUCH IS A NEW CONTACT WORTH?

AT ANY PRICE, you can't afford to allow so-so letterheads be your first contact. But your printer can tell you how you can get quality appearance at a reasonable price. He handles paper every day . . . has expert knowledge on how it will perform under all conditions. For stationery, business letterheads and forms we think he will advise you to choose

- ✓ 25% rag
- ✓ White and 5 colors
- ✓ Four weights
- ✓ Envelopes in 6 sizes
- ✓ Excellent printing surface for engraving, lithography, gravure or letter press

When you want to KNOW . . . go to an expert!



Rising Papers

Ask your printer . . . he KNOWS paper!

Rising Paper Company, Housatonic, Mass.

Levelcoat® PRINTING PAPERS

Distributed by



ALABAMA	Birmingham	Sloan Paper Company
ARIZONA	Phoenix	Zellerbach Paper Company
ARKANSAS	Little Rock	Arkansas Paper Company
CALIFORNIA	Eureka	Zellerbach Paper Company
	Fresno	
	Los Angeles	
	Oakland	
	Redding	
	Sacramento	
	San Diego	
	San Francisco	
	San Jose	
	Stockton	
COLORADO	Denver	Carpenter Paper Company
	Pueblo	
CONNECTICUT	Hartford	The Rourke-Eno Paper Co., Inc.
	New Haven	Bulkeley, Dunton & Co.
DISTRICT OF COLUMBIA	Washington	Barton, Duer & Koch Paper Co.
FLORIDA	Jacksonville	Knight Brothers Paper Company
	Miami	
	Orlando	
	Tallahassee	
	Tampa	
GEORGIA	Atlanta	Sloan Paper Company
IDAHO	Boise	Zellerbach Paper Company
ILLINOIS	Chicago	Berkshire Papers, Inc.
	Chicago	Chicago Paper Company
	Chicago	Midland Paper Company
	Springfield	Capital City Paper Company
INDIANA	Indianapolis	Crescent Paper Company
IOWA	Des Moines	Carpenter Paper Company
	Sioux City	
KANSAS	Topeka	Carpenter Paper Company
	Wichita	Western Newspaper Union
KENTUCKY	Louisville	The Chatfield Paper Corp.
LOUISIANA	Baton Rouge	Louisiana Paper Co., Ltd.
	New Orleans	The D and W Paper Co.
	Shreveport	Louisiana Paper Co., Ltd.
MARYLAND	Baltimore	Baltimore Paper Company, Inc.
MASSACHUSETTS	Boston	Carter, Rice & Company Corp.
	Worcester	Charles A. Esty Paper Company
MICHIGAN	Detroit	Seaman-Patrick Paper Co.
	Grand Rapids	Carpenter Paper Company
MINNESOTA	Duluth	John Boshart Paper Company
	Minneapolis	Carpenter Paper Co.
	St. Paul	
MISSOURI	Kansas City	Carpenter Paper Company
	St. Louis	Beacon Paper Company
	St. Louis	Shaughnessy-Kniep-Hawe Paper Co.
	St. Louis	Tobey Fine Papers, Inc.

EXPORT AGENTS: American Paper Exports Inc., New York, U. S. A.
Cable Address: APEXINC — New York

KIMBERLY-CLARK CORPORATION

Neenah, Wisconsin

122 E. 42nd St., New York 17 • 8 S. Michigan Ave., Chicago 3 • 155 Sansome St., San Francisco 4

TRADE MARK

Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

ADVERTISING

123—A Potent New Sales "Plus": Flameproofing, by Etna M. Kelley. (Price 5c)

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series by James C. Cumming. Available about May 1. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

MANPOWER PROBLEMS

116—Frame Your Compensation Plan to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 5c)

110—A Four-Pronged Plan for Recruiting The Post-War Selling Force, by Harold D. Laidley. (Price 5c)

105—Nineteen Questions About Aptitude Testing. (Price 3c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecke. (Price 5c)

PUBLIC RELATIONS

113—How to Hold a Press Conference —A Primer for Management Men, by James W. Irwin. (Price 5c)

REFERENCE TOOLS

117—A Selected Reading List for Professional Salesmen, by James Bender. (Price 5c)

103—A Time-Saver List of Sources for Maps for Sales Executives. (Price 10c)

RESEARCH

93—The Bureau of Foreign and Domestic Commerce—How It Can Help You, by A. R. Hahn. (Price 10c)

SALES MANAGEMENT

120—Millions of Jobs, but Only If We SELL! . . . SELL! . . . SELL! by William A. Matheson. (Price 5c)

118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 10c)

107—The Job of the Sales Department. (A chart) (Price 5c)

SELLING AS A CAREER

122—Careers in Sales: What Have They to Offer to Youth? (Price 5c)

95—GI Joe Asks "Shall I Seek a Career in Selling After the War?" by Burton Bigelow. (Price 5c)

Media Men, Say "Howdy" To Your Newest Competitor

Working as quietly as foreign agents, the authors of popular novels, whodunits, and penny-dreadfuls have slipped into the habit of introducing commercials into fiction. These first hundred insertions are on the house, but mark our word, they'll soon be out with rate cards and circulation statements soliciting orders at good fat fees.

BY JOHN L. LOVE

ADVERTISERS know well the salesmen of space in magazines, newspapers, theater programs, subways, street cars, and the great outdoors, but the time is not distant when the salesmen of space in so-called aesthetic productions; i.e., the great American romance or thriller, will be equally familiar.

Brand-Conscious Heroines

Few shady ladies or charming heroines in a modern quickie can get through a dozen pages without nonchalantly lighting a Lucky Strike or a Camel, and blowing perfect smoke rings through which to peer at their partners in crime who are engaged in mixing drinks of which the substantial base is Four Roses or Black and White. In this type of fiction neither the vicious nor the virtuous ever lack ample stocks of these delectable drinks to stimulate the halting tale.

The new copywriters are not confined exclusively to the "whodunit" school. Bruce Marshall, in *The World, the Flesh and Father Smith*, plugs Van Houten's cocoa, Cadbury's and Fry's chocolate, Bovril, Wincarnis, Players', and Gold Flake cigarettes. These products are flashed on the page for a split second only without comment pro or con. Mr. Marshall's "commercials" never slow up the narrative and this technique is a general characteristic of the new medium.

Leslie Charteris, in *The Saint in New York*, is less reticent with his opinions when he starts plugging. Arrived in America from London, The Saint remarks: "Thank God the humble Players' can be bought here for twenty cents. Your American concoctions are a sin against nicotine . . . I had to come here to find out that tobacco could be toasted, boiled, fried, impregnated with menthol, ground into a loose powder, enclosed in a tube of blotting paper, and still unloaded on an unsuspecting public." The Saint's companion replies: "If that's all you mean to tell me, I'll go

back to my book." We read that The Saint relented, which was the least he could do after so shocking a lapse into the copywriter's purple sin of knocking the competition.

In *The Saint on Guard*, Mr. Charteris switches to Pall Mall cigarettes, plugs *The Atlantic Monthly*, Funk and Wagnall's and Webster's dictionaries, S. S. Van Dine and Philo Vance, the L. C. Smith typewriter, and the Ever-sharp pencil. He also achieves what is probably a record among novelists by introducing his own name into the narrative.

Several writers introduce their "commercials" on national products by naming them all in one paragraph and

getting the thing over with at one fell swoop. In *With Sirens Screaming*, Ernest Booth, in his opening paragraph, lists Coca-Cola, Tums, and 7-Up. Having thus donated his preferred position to these commodities, he considers he has done his duty by all currently advertised goods. A similar anxiety to get the job over and done with is exhibited by H. F. S. Moore, in *Death at 7:10*, where, on page 7, Bromo Seltzer puts one of the characters in trim for the task ahead. Not until page 70 does the "commercial" again insinuate itself, when it returns with a wallop to name in one breath Lifebuoy soap, Listerine, Mum, Absorbine Jr., and Yardley's Bond Street. The point made is that nothing less than the combined services of all these can possibly remove the physical offensiveness of one of the less desirable characters.

For once a publisher's blurb accurately sums up the main characteristics of a novel when Jonathan Latimer's *The Lady of the Morgue* is described as "unique and alcoholic." In his book, Mr. Latimer names 25 nationally branded and advertised products. Hard liquor brands predominate, as might be expected in a gruesome narrative wherein the characters play their breathless roles in a large city morgue and in a cemetery disinterring corpses.



Among the hard liquors needed to maintain morale are Jamieson's Irish whiskey, Dewar's White Label, Martell's brandy, Seagram's V.O., Haig & Haig, Gilbey's gin, Planter's Punch, Mumm's Cordon Rouge, and Bass's ale. White Rock is the favorite mixer. The preferred cigarette is Lucky Strike. Lest his readers get the impression that he can write copy for nothing but liquor, Mr. Latimer shows his versatility by plugging Dr. West toothbrushes, Fitch's shampoo, Odorono, BVD's, Hart Schaffner and Marx clothes, Guerlain's perfume, Armand's hair tint, Dr. Lyon's tooth powder, Hershey chocolate bars, Ed Pinaud's lilac water, Big Ben alarm clocks, and Pierce Arrow and Packard automobiles.

A growing number of "whodunit" authors who have evolved what might be termed "trade characters" in the persons of sleuths who keep on excelling themselves in novel after novel, find their own books an excellent medium for advertising their own wares. In the course of conversation with his more or less dull-witted Watson, the hero casually remarks: "You recall the Bookcase Murders?"* An asterisk directs attention to a footnote giving the name of an earlier book by the same author. In this way, all the previous tales featuring the same sleuth are plugged. Often a word of "sell-

ing copy is added to the footnote.

Transforming the novel into an innocent and unsuspecting advertising medium is nothing new although it has never before been developed to its present extent. The idea may have been started by Dickens, who, as an editor, became strongly advertising-minded. *Pickwick Papers* contains wisecracks at advertising, naming such widely advertised products of the time as Day and Martin's and Warren's blacking (shoe polish to you), and Rowland's macassar oil specific for dandruff—a commodity whose sales reached such proportions that the anti-macassar had to be invented to keep greasy pates from soiling chairs.

Dickens on Copywriters

In the person of Mr. Slum, in *The Old Curiosity Shop*, we have Dickens's conception of a copywriter. After a distressing description of Mr. Slum's sartorial outfit, that gentleman is shown selling an advertisement to Mrs. Jarley, sole owner of 'Jarley's Unrivalled Collection of Waxworks—the Delight of the Nobility and Gentry—the only stupendous collection of real wax-work in the world."

"I don't really think it does much good," objects Mrs. Jarley in response to Slum's blandishments.

"Hush! No! No!" returns Mr. Slum. "No fibs. I'll not hear it. Don't say it don't do good. I know better! Ask the perfumers, ask the blacking makers, ask the hatters—ask any man among 'em what my poetry has done for him, and mark my words, he blesses the name of Slum. I've a trifle here now, thrown off in the heat of the moment, which I should say was exactly the thing you wanted to set this place on fire with. It's an acrostic—the name at the moment is Warren (one of the aforesaid blacking makers) but the idea's convertible. Five shillings. Cheaper than any prose."

Because the writers of "whodunit" literature are closely adapting this technique to the introduction of "spots" and "commercials," the "escapist" novel is moving more and more surely into the position of a recognized advertising medium. Will the reading public, apparently inured to a similar technique in radio, accept it in their fiction? The prospect is fascinating and far-reaching. Original clues for the detection of murderers are becoming scarcer every day. It may well be that the apprehension of the culprit will hinge on the peculiar merits of a Westinghouse toaster, a General Electric refrigerator, on a few flakes of Lux on the front steps of the manorial hall.



No. 140-10—Imported Pigskin, smooth suntan color. Highly finished and polished edge construction. Size 16" long x 13" high. Expands to 7" capacity. Three pockets. \$19.50 ea.
No. 140-13 (not shown)—Same as 140-10 but in brown only. Boarded top grain cowhide. \$11.70 ea.
No. 140-23—Imported Pigskin, smooth suntan color. Size 16" long x 11 1/2" high. Expansion capacity 1 1/2". Long gusseted pocket on each side of inside. \$13.50 ea.
No. 140-18 (not shown)—Same as 140-23 but in black or brown grained finish, genuine Pigskin. \$9.25 ea.

No. 140-22—Imported Pigskin. Smooth suntan color. Size 16" long x 12" high. Expansion capacity 3". Disappearing handles. Two long gusseted pockets on each side of inside. \$15.90 ea.
No. 140-19 (not shown)—Same as 140-22 but in black or brown grained finish genuine Pigskin. \$11.50 ea.
No. 140-24—Imported Pigskin, suntan color. Highly finished polished edge construction. 18" long x 14" high x 8" wide. As in photo with full stiff bottom and no pockets or with flexible bottom and side straps with three pockets (as 140-10). \$24.00 ea.

First time
in 4 years!

IMPORTED PIGSKIN

Now... four styles in pre-war quality, each to fill a different need. All hand turned edge construction—zipper styles. Also other styles available in strap brief cases, zipper ring binders, etc. Inquire. Don't delay—order now! Prices subject to 20% Federal Excise Tax. 2/10, net 30.

LUXOR
LEATHER PRODUCTS CORP.

29 West 34th St., New York 1, N.Y.

Tantalizing Fragrances FROM THE **SUNBELT FARM KITCHEN**



**... ham, bacon, sausage, steak, chicken,
and all the delicacies!**

Hefty slices of ham, bacon, steak, and a taste-tempting wealth of good foods fry with tantalizing fragrance in Southwestern Sunbelt kitchens... representative of the great diversification of the food products in this rich and active farm market. A long growing season, warm sun, and rich soils produce an abundance of foods for farm tables as well as millions of dollars' worth for market.*

FARM and RANCH devotes full attention to the farm kitchen and to the woman's side of farm life, in addition to its coverage of the business of farming. Serving each member of the family for more than 63 years has made FARM and RANCH the dominant farm publication of the Southwestern Sunbelt Farm Market... that's why advertising in FARM and RANCH is productive. It reaches each member of the families who make up this Vital 6th of the total American farm market.

*Totaled \$2,332,870,000, 1944 (Farm Income Situation, U. S. Dept. Agr., April, 1945)

The Vital 6th of the American farm market

16% of the nation's farms are located in the Southwestern Sunbelt Farm Market of America... farms producing an unrivaled diversification of cash crops. The Southwestern Sunbelt is a rich, active market of big farms and vast ranches with seasons of its own. Planting time comes while snow yet blankets a large portion of the nation; harvesting begins while crops farther north are ankle-high. For most profitable timing of your advertising to this productive area, consult your nearest FARM and RANCH representative.

FARM AND RANCH

DALLAS 2, TEXAS



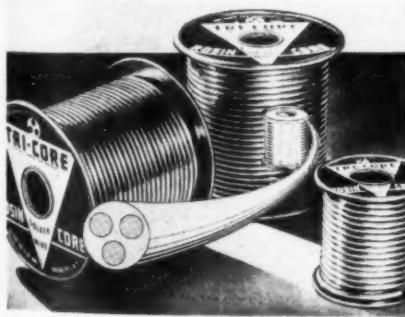
Branch Offices: 52 VANDERBILT AVENUE, NEW YORK • 75 EAST WACKER DRIVE, CHICAGO • 205 GLOBE-DEMOCRAT BUILDING, ST. LOUIS • 1895 MONROE DRIVE, N. E., ATLANTA • West Coast Representatives: SIMPSON-BEILLY, LTD., RUSS BUILDING, SAN FRANCISCO, CALIFORNIA • GARFIELD BUILDING, LOS ANGELES, CALIFORNIA



BONANZA FOR SALE . . . is the Movie-Mite. The typewriter-size unit fits on client's desk.

Coming Your Way

..... more comfortable clothing will soon be with us thanks to Resloom, a textile-treating process developed by Monsanto Chemical Co. The same textile chemical that affords shrinkage and crease control, it has been revealed, also is capable of imparting "extreme coolness" to woolen textiles. It stabilizes woolen fibers to the point where it is possible to weave an extremely thin yet highly serviceable fabric. It has also been predicted that Resloom's same stabilizing influences will enable wool processors to make winter suits of lighter weight and greater warmth. Resloom is a melamine-formaldehyde resin used to impregnate the tiny hollows of individual fibers. It can be applied on existing mill equipment and does change the feel and appearance of the textile.



NO DRY JOINTS . . . when Tri-Core is used. It's a new solder.

..... tri-core, a solder with three independently filled cores of pure rosin flux is a development of Alpha Metals, Inc. The new material offers users faster soldering and elimination of dry joints, in addition to substantial savings in tin. A conveniently ample supply of high grade non-corrosive rosin flux is always present in Tri-core solder.

..... korker may prove to be just what fishermen have been waiting for. Its primary purpose is protection of fish hooks—whether feathered lures, fly or gang hooks. With Korker the followers of Izaak Walton can carry their fish hooks in their pockets with-



LITTLE CORKER . . . is Korker, which protects fish-hooks.

out fear of snagging clothing or nicking fingers. With a Korker kit a fisherman can also make any number of gadgets that enable him to keep his tackle box in order.

..... yellow light-polarizing filter which does the work of a standard yellow filter and a standard polarizing filter is now available for black-and-white photography. Like a standard yellow filter, it increases cloud-sky contrast and sharpens haze-covered horizons. Like a standard polarizing filter, it permits reflection control and reveals surface texture and detail, while darkening the sky even further without darkening foreground greens and yellows. Developed by Polaroid Corp., the yellow polarizer is said to be the only camera filter which permits both color correction and control of reflections in a single convenient unit. This new photographic accessory is a sandwich of precision-dyed yellow

plastic combined with a polarizer and laminated between glass discs of optical quality made possible by a special production technique developed during the war.

..... movie-mite, a new sound-on-film projector, is expected to meet with wide enthusiasm in sales fields. A product of the Movie-Mite Corp., the projector weighs only 27½ pounds complete with desk or table screen, speaker, take-up reel, cords and reel arms for 2,000 foot reels. The entire unit packs into a case only slightly larger than a portable typewriter. It is said that Movie-Mite can be unpacked, completely set up, threaded and be "on the screen" in less than three minutes. It is not intended for use in large auditoriums. It was designed to give small size groups a truly portable unit with adequate illumination and sound.

..... prefabricated doghouse, 18 inches x 24 inches, is being introduced by General Products Co. It is made of sheet metal and is well insulated. Rover's new abode comes with green enamel side walls and silver roof.

..... marble floor varnish, a new product of Devoe & Raynolds Co., Inc., dries in four hours, is dust free in one hour, resists hot or cold water, fruit acids, soapy alkali solutions, and alcohol. The material is crystal clear and brushes on easily and its purpose is to give a smooth, shining, glass-like finish to both wood or linoleum covered floors.



FOUR-HOUR DRYER . . . is this new floor varnish. It's dust-free.



Lucky Pittsburgh



—Host to the International Convention-Affiliation of Sales and Advertising Clubs—first since 1941

To an advertising man, nothing could be luckier than to attend the affiliation convention. It is a business meeting of first importance. Panel discussions! Fine speakers! Exhibits! Ideas by the bushel! Sightseeing in one of the most spectacular cities in the country.

For a convention, nothing could be luckier than to be in Pittsburgh . . . sixth biggest market in America . . . a bustling throbbing city, deep in peace work and with the highest peacetime purchasing power in its history.

INTERNATIONAL AFFILIATION OF
SALES & ADVERTISING CLUBS

Convention

WILLIAM PENN HOTEL - PITTSBURGH, PA.

May 23, 24, 25, 1946

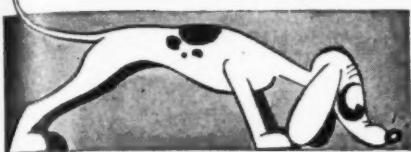
PITTSBURGH POST-GAZETTE

One of America's Great Newspapers

REPRESENTED NATIONALLY BY
PAUL BLOCK AND ASSOCIATES

Come to Pittsburgh for the Affiliation Convention!

T i p s



Booklets reviewed below are free unless otherwise specified and are available direct from the publishers.

Spotlight on Markets:

"The Dallas Southwest." Interested in developing the major cities of the Southwest as your markets?—Dallas, Houston, San Antonio, New Orleans, Memphis, Oklahoma City? If you are, you are likely to find useful market data in the new report on the Dallas Southwest, published by the city's Chamber of Commerce. In addition to presenting comparative figures on population, spendable income and retail sales, of the country's regional markets, the booklet also analyzes the statistics on each of the six cities above. Especially valuable for manufacturers with shipping problems, is the five-page chart on freight rates and service from Dallas. A three-color wall map of the area's Effective Buying Income, as well as a detailed sheet on county data in the Dallas Southwest, are included as inserts at the back of the report. Address the Dallas Chamber of Commerce, Dallas, Tex.

"The San Francisco Bay Region as a Factory Location." For marketing executives with an eye on California as a possible location for new plants, this presentation of San Francisco Bay Region industrial location factors may answer some questions. The survey points out that there are over 4,500 diversified industries already in the area—and through colorful charts, maps and photographs, the brochure provides details on environment, geography, transportation, materials, markets, labor, taxes, etc. The booklet, available from the San Francisco Chamber of Commerce, is in step with the area's new promotion of the Bay Region, described in the article on page 112 of this issue.

"Milwaukee Has Everything." Significant feature of this presentation of Milwaukee's industrial advantages, is the three-page chart listing manufacturers of the city's industrial area, compiled from latest reports of the U. S. Dept. of Commerce, Bureau of the Census. The chart reports on the number of establishments in each type of industry, the wage earners, wages, cost of materials, value of products, value added by manufacture. Prepared by E. F. Schmidt Co., the report is available from the Association of Commerce, Milwaukee, Wis.

Timely Tips: If you're one of the organizations that has to operate a home service department, you'll want to see "Suggestions for Organizing and Operating Home Service Departments of Electric Companies." It's a manual prepared by Edison Electric Institute, 420 Lexington Ave., New York 17, N. Y. Contact them for information on how to obtain a copy. . . . Advertisers or advertising agencies on the lookout for information on reproduction processes will probably be interested in "Planned Reproductions," prepared by James Gray, Inc. Photos and text explain the offset and lettercraft processes in condensed form, and there are tips on how to prepare material for offset reproduction, postal hints, and a page of proofreader's marks. Write to the company at 216 East 45th St., New York 17, N. Y.

WATERFORD

COHOES

GREEN ISLAND

WATERVLIET

TROY

3 1/2-mile radius

It's All The Troy City Zone!

(Population 121,000)

With 95.3% home coverage of this big Troy City Zone, The Record Newspapers, Troy's only dailies, give you sales-action coverage in ONE market at ONE low cost of only 12c per line.

THE RECORD NEWSPAPERS

THE TROY RECORD · THE TIMES RECORD

Great Papers Serving A Great Market

TROY, N. Y.

THIS IS NEW YORK



Started in 1792 by 24 brokers trading under a buttonwood tree, the New York Stock Exchange stands today as the Nation's Market Place. The Exchange comprises 1,375 members, 2,100 allied members and some 560 firms. Its trading list includes the securities of about 1,125 companies valued at more than 200 billion dollars, and embracing virtually every field of industry, business and government.



DOMINANCE WHERE SALES ARE BORN WITH NEW YORK'S TOP FAMILY PAPER

Outselling all competition by a wide margin, New York's preferred, home-going newspaper is the choice of more than 600,000 families every weekday, 96% of them residing in the sales-vital metropolitan and suburban area. Here is the greatest concentration of consuming power the world has ever seen—yours to influence and sell through the one paper that dominates the New York evening field.

NEW YORK JOURNAL-AMERICAN

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

You need newspapers to sell New York

SALES MANAGEMENT



"THAT DIVINING ROD" . . . held by the speaker, is pointing out to confectionery jobbers and wholesalers what happens to distributors who forget that it pays to advertise! At meetings, held at key points coast to coast: samples of dealer-display, placed up front on the stage provide visible proof to back up the figures on the chart—figures which explain that good dealer advertising pulls.

Research Reveals Merchandising Is Keystone of Profits for Jobbers

National Confectioner's Association, in a study of wholesale operation, finds that jobbers whose men stress creative sales service not only earn better volume, but they enjoy much greater stability and better withstand the onslaughts of cut-price competition.

Based on an interview with

PHILIP P. GOTTL

*President, National Confectioners' Association
Chicago*

THE National Confectioners' Association, headquarters in Chicago, started a program of sales research among its members in the Summer of 1944. Every aspect of the business operations of 20 wholesalers was examined, including his sales methods, delivery, credit and collection procedure, warehousing, and every other essential part of each organization's business.

To make sure that the conclusions resulting from the study would be applicable to normal times, rather than from abnormal wartime circumstances, the year selected for this detailed study was 1940. Specialists well qualified to make such analyses were employed. Cooperating wholesalers threw their books open wide to assist them. Every practicable precaution was taken to assure that the information from the jobbers was accurate and dependable.

Out of this work a number of eye-opening facts promptly came to light. For example, one jobber in 1940 got an average business of only \$198 per retail outlet, while another averaged

\$4,200 in sales, both in the same area. Similarly the salesmen of one jobber averaged only \$24,000 per man in the year's sales volume, while another averaged \$190,000.

One of the chief purposes of the study was to determine the reasons for such variations as these and to map a plan to assist members in overcoming sales weaknesses. In analyzing the facts and figures obtained from the jobbers, the procedure was to compare the results obtained by those who followed one certain method of operation with those who followed contrasting methods. This type of analysis is based on the principle that "different methods get different results." The idea back of this: Find the right one.

Broadly speaking, the research revealed that the jobbers were divided into two main groups:

1. Those whose selling operations consisted in the main of the old and traditional practice of merely "getting the order." Their salesmen just walked in and walked out.
2. Those whose salesmen devoted

at least some of their time and attention to the "merchandising" side of the selling job.

It was found that those jobbers whose salesmen did most of this merchandising work during calls on their retailer-customers were outstandingly the most successful. The difference was not minor; it was emphatically important.

Among these merchandising activities such simple things as counting the stock, straightening up the stock, and making displays were included. Salesmen for some of the jobbers did none of these things. They merely made their calls as quickly as they could and got out again. They were "ground coverers." Their idea was to see as many customers each day as was humanly possible.

Tabular Forms Clarify

The salesmen who did these jobs were invariably rewarded. For example, the salesmen who made a practice of straightening up the retailer's stock got orders on the average four times as big as those who did not. Some jobbers who handle confectionery get less than half of their total sales from confectionery products. Among these, the same sort of difference was found.

And here is another fact that might surprise many: Among those whose men straightened up the retailer's stock the average sales volume per retailer-customer was more than twice as big as the average obtained by the jobbers whose men did not do this type of merchandising work.

Similarly, the confectionery jobbers whose men sometimes set up displays got almost two and three-fourths times as much sales per retail account as did the confectionery jobbers whose men never engaged in this particular kind of sales assistance. Jobbers whose business was mainly in tobacco or groceries showed a similar difference; those whose men sometimes set up displays averaged more than two and one-third times higher on sales per retail account than did those giving no help at all.

In the end the association came up with several tables which illustrate the findings. To avoid confidential figures, the sales results are stated in ratios, taking the average of the poorest merchandisers as 100. Here is one of them:

Relative Yearly Sales Per retail account	Average Yearly Sales Per salesman
--	--

Confectionery jobbers whose salesmen did only 1 or 2 kinds of merchandising work	100	100
Same, whose men did 4 or 5 kinds of merchandising work	406	201

* These differences in results did not come from differences in the type of trade served by the jobbers. One of the jobbers with the poorest results per retailer-customer and per salesman was a jobber who served most of the better stores in his area. The real cause of the difference in results was, unmistakably, according to the report, the difference in the amount of merchandising work done by his salesmen.

Among the tobacco jobbers and grocery jobbers, the same strong



THEY CAME TO SEE . . . these confectionery jobbers. They packed the hall, they opened their minds, and they went away with more sales know-how than they brought with them.

tendency was disclosed by the survey.—

Breaking these down into tabular form, the following figures were revealed:

Relative Yearly Sales Per retail account	Average Yearly Sales Per salesman
--	--

Jobbers whose salesmen did less than 2 kinds of merchandising work	100	100
Two kinds	121	135
Three kinds	135	143
Four or five kinds	266	171
Six or seven kinds	376	204

The more merchandising work their salesmen did, the report shows, the better the jobbers came out on sales per retailer-customer and on sales per salesman.

"The evidence is consistent and striking and the facts are plain," says Philip P. Gott, president of the association. "And note further that the

really big gains went only to the jobbers whose men did the most merchandising work. A small amount of this kind of work produced only small gains. The jobbers who got the big results were those whose salesmen really went out and did merchandising work.

"There were only two jobbers, just 10% of the 20 covered in this survey, whose salesmen did as many as six or seven kinds of merchandising work that a salesman can do in the retail stores on which he calls. Plainly this small 10% minority is showing the way to better results in sales."

Varied Merchandising Pays

Other facts were dug up in the course of the research that is of vital interest from the point of the cash register. Take these revelations:

The survey shows that the "small minority" of better merchandisers got better profits and better stability. Consistently, the jobbers whose salesmen did the most merchandising work during calls on retailers were the ones who maintained their normal prices most steadily. They also had the best record for holding customers and landing additional ones.

According to the jobbers covered in the study, the chief reason for loss of customers to competing jobbers for the time covered was price-cutting. The record points clearly to the fact that the jobbers' ability to withstand such competition depended directly on his selling operations.

On the average, the jobbers whose salesmen did at least five kinds of merchandising work during their calls on retailers, lost only nine-tenths of one per cent of customers in 1940. Jobbers whose salesmen did less than five kinds of merchandising work lost 4.5% of their customers or five times as many. The penalty of poor

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On her arduous 1933-34 tour, Katharine Cornell deliberately picked numerous out-of-the-way towns, many of which had not seen a play for 20 years. Throughout America, she played in Romeo and Juliet, Candida and The Barretts of Wimpole Street.

READING helped her *Revive* the dying AMERICAN THEATRE

1933! . . . On Broadway the drama languished. Many theatres were dark. Outside of Broadway, except for a few Eastern cities, the theatre was dead. Critics and theatre managers gloomily agreed that people throughout America no longer cared for the drama. Broadway's heart was heavy.

Unmoved by the uneasiness about her, a famous young actress sat calmly in her dressing room . . . reading. She read the great plays of the masters. She read of the tours and triumphs of celebrated actors and actresses.

This reading—a lifelong habit—in-stilled in Katharine Cornell a deep conviction that the drama was not just for the few, but for *everybody*. "The theatre does not belong to Broadway, but to all America," she said.

Breaking Tradition

Courageously, she set out to prove that the drama was still a vital, inspiring force. There was only one way. She would go "on the road." Unhesitatingly, she broke a deep-rooted Broadway tradition by closing a phenomenally successful play. With the finest company she could assemble, she went on a nationwide tour. William Lyons Phelps described her venture as "almost missionary work."

"Miss Kitty" Cornell drew huge audiences. In Texas, people drove hundreds of miles to see her. In New Orleans, dis-

appointed crowds almost rioted when turned away from packed houses. In Seattle, one thousand people waited until 1 A.M. for her weather-delayed train, then sat until four in the morning as she "carried on" for them.

To a half-million people scattered over seventeen thousand miles Katharine Cornell brought the privilege and enjoyment of great drama. When she returned in June, 1934, the road had been opened. For her service to her art and to the people she received a national award, presented at the White House.

Reading—Theatre for Millions

Just as the drama, carried to all America by Katharine Cornell, gripped thousands and thousands of people, so the drama of real life, presented in the pages of *The American Weekly*, holds millions of readers enthralled every week. This great magazine's editorial acuteness in dramatically

presenting life's many scenes has made it an extraordinary influence in more than 8,000,000 homes from coast to coast.

The editorial eye of *The American Weekly* delves into yesterday, today, even tomorrow, for fascinating features about man's loves and hates . . . joys and sorrows . . . the sweet, the foolish, the tragic episodes of his existence. Here, too, the gains of art, literature, religion. Two recent articles—"Age Doesn't Matter," dealing with May-December marriages; and "Around the World in a Day," a preview of tomorrow's rocket luxury liners—indicate only slightly its all-embracing range of content.

The American Weekly, distributed through a group of great Sunday newspapers, directly influences the lives of the world's largest single reading group.

The manufacturer who associates his product or his company's name with such an influence is tying in with the most powerful known force in advertising.

THE AMERICAN WEEKLY

Greatest Circulation in the World

"The Nation's Reading Habit"

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merchandising was vulnerability to price-cutting.

Meanwhile, in 1940, there was good opportunity to get new customers because more retail stores were opening up. Who had the advantage here? Again the answer was, the jobber whose salesmen did the most merchandising work. They landed new customers totting up to 10.3% of their total average for the year while the rest did only slightly more than half that well. That average increase in retailer-customers, old and new, for the year stood thus: Those who did the better merchandising work, up 9.4%; in the poorer group, 1.8%. In the same time the jobbers whose salesmen did the better job of merchandising in the stores increased their sales 13% while the others showed an increase of only 6%.

Speed Versus Quality

Over and over again, in analysis after analysis, the survey shows that the few jobbers who put their emphasis on better sales work earned better volume, greater stability and stronger ability to withstand competition.

For example, one analysis made in the study classified the jobbers according to the sort of sales meetings they conducted. The few jobbers whose sales meetings included real discussions of "how to sell" and "how to merchandise" got far the best results in sales per retail sales account and also in sales per salesman. Their volume per retail account ran from two and one-half to six times bigger than the volume per account attained by those

whose sales meetings were merely routine sessions containing no real effort to provide good sales training—and their volume per salesmen was from one and a half to two and a half times greater.

At this point another question comes up. It is, how fast should the salesman move? How many calls per day? Obviously a careful and painstaking merchandiser cannot get into and out of as many stores in a day as an order-taker. Then, what effect does the number of calls made have on sales results? Does it pay better to make more or fewer calls? The following table seems to give the answer:

Confectionery Jobbers	Relative Average Yearly Sales Per retail account		Per salesman
	salesmen making 21 to 25 calls per day	100	
Salesmen making 13 to 15 calls per day	364	168	

Among the confectionery jobbers, this appears to prove, it pays to give the salesman time enough, per visit, to do some real merchandising work. Now take the case of the tobacco and grocery jobbers:

Tobacco & Grocery Jobbers	Relative Average Yearly Sales Per retail account		Per salesman
	salesmen making 32 to 35 calls per day	100	
Salesmen making 21 to 30 calls per day	167	101	
Salesmen making 13 to 20 calls per day	297	155	

With these facts and others of similar nature in hand the National Confectionery Association's Committee on

Distribution and its board of directors have reached these conclusions:

1. Some of the jobbers in the area covered by this survey have shown the practical way to attain success and stability, by conducting the kind of sales operation that produces the sort of results that every jobber likes to obtain.

2. If the jobbers are to prosper, it is to their advantage to conduct this kind of operation, which goes beyond mere warehousing and delivery.

3. The minority has indicated clearly the path that the ambitious jobbers should take.

4. In the interest of their wholesale distributors, the manufacturers who are members of the National Confectioners' Association should cooperate with the jobbers to improve distribution for the benefit of the whole industry. The association should undertake a constructive program toward this objective, with the help and cooperation of the forward-looking jobbers in all parts of the country.

Program Is Workable

To bring this about the association has instituted a series of dinner conferences which are being attended by wholesalers, manufacturers' representatives, and top-flight candy executives in the principal markets of the Nation under the guidance and leadership of James F. MulCahy, N.C.A. merchandising director. The first of them was held in Philadelphia, home city of Lester G. Rosskam, Quaker City Chocolate & Confectionery Co., Inc., who is chairman of the committee.

In his presentations, Mr. MulCahy points out that the facts he has in hand were obtained by an independent and impartial market research agency. He then goes ahead, using chart after chart and table after table, to build up a carefully documented case. He emphasises that too many calls with no follow-through, no effort to help the retailer sell, no merchandising activities, is following a course that decreases rather than increases sales.

"The lesson is plain for all those who want to be prepared when the present sellers' market gives way to a buyers' market," he says. "We don't know when that time is coming but we know it is coming."

"The confectionery industry, including manufacturers and wholesalers, have unearthed facts and developed a formula which will promote success and raise the standard of the entire industry," says President Gott. "The formula may not be new but we know that it will work because it has been used by the most successful of those in the field. This is an educational program in the interest of manufac-

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JOHN BLAIR & CO., REPRESENTATIVES

Breeches Maker

JOHN BROOKS of Philadelphia . . . in the Pennsylvania Gazette of October 27, 1790 . . . "respectfully informs the public that he has removed to the north west corner of Market and Third Streets, where he continues to carry on his business in the most extensive manner, warranting all goods sold by him to be of the best quality, and at the most reasonable rates" viz. and to wit, Gentlemens & ladies best buckskin riding gloves, ditto of best beaver . . . gloves of white and coloured kid, linen, cotton, nankeen and fur . . . to say nothing of Gentlemens and youths best buck and sheep-skin breeches, deerskins for breeches, white skins for the use of saddlers and shoemakers . . .

MODERN MAKER of gloves and breeches, metaphorically speaking, is the newspaper . . . in that it equips reason to hold its seat in a most upsetting world, helps sense and sensibility to handle the hot potatoes as well as the icy grips of circumstance . . . But the newspaper maker lacks John Brooks' aged and cured materials, must take what comes each day, select with conscience and craft the soundest stuff . . . whip out new gloves and breeches for the minds and hearts of millions . . .

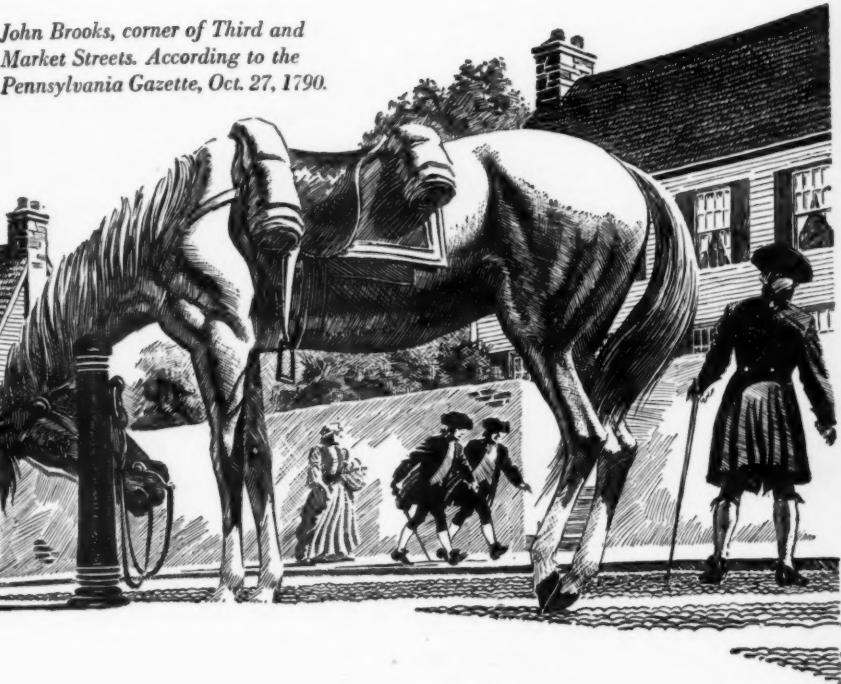
THIS NEWSPAPER, in the words of breeches maker Brooks, warrants its goods to be of best quality . . . in consequence, continues to carry on its business in the most extensive manner . . . And begs to remind all advertisers that local custom is the best evidence of merit . . . as Philadelphia merchants and Media Records both testify. And in view of the improved newsprint supply, may now gratefully acknowledge new favours . . .

The Philadelphia Inquirer

John Brooks, corner of Third and Market Streets. According to the Pennsylvania Gazette, Oct. 27, 1790.



APRIL 15, 1946



[111]

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[112]

How San Francisco Got Over That "Ghost Town" Feeling

Its poor repute in surrounding communities 10 years ago was bad for everybody's business. Then, small groups of businessmen on organized trips to neighboring cities began to ask: "What can we do for you?" The answers are doubling the size of the trading area.

LOOKING back on 10 years of organized community public relations, San Francisco's businessmen now find themselves on friendly terms with business in nearby and distant cities, and with a trading area that has grown from the nearby six counties into the "Bay Region"—a territory of some 12 counties.

There is to be no let-up in this organized effort to promote good-will throughout the trading area even though the original purpose of the program was to dispel the belief that San Francisco would become a "Ghost Town." Businessmen now have come to see how growth and prosperity in surrounding communities bring business to the entire region.

San Francisco, itself, like Manhattan, is limited in area by surrounding water and does not have much room for industrial expansion. But San Jose and the Peninsula, South San Francisco, the East Bay, and even Stockton and Sacramento have plenty of space to house expanding and new industry.

Acceptance of the idea that it pays to be on good terms with your neighbors stems from the program started 10 years ago by the Domestic Trade Committee of the San Francisco Chamber of Commerce and later aided by the chamber's Industrial Department.

The heart of the program has been the "Good Neighbor Trips" of San Francisco businessmen to other communities. Essentially, there is nothing new in such visits, but San Francisco



"Our Elmer writes he's become an account executive, Brother Jones—is that respectable?"

SALES MANAGEMENT

believes it has added something to the usual visiting procedure. They were, in fact, so valuable to San Francisco's public relations that they were continued throughout the war.

The war taught the good neighbor committees an important lesson: Small groups of 12 to 18 men were just as effective ambassadors of good-will as the larger, more spectacular delegations of 150 men making trips before the war on special occasions. Now, most of the monthly inter-community visits will be made by these delegations.

Good Neighbors in Action

Stockton, once at odds with San Francisco, has initiated a plan which the San Francisco committee is using for all inter-community relations. This is the practice of "matching" individual businessmen. It works like this: If the San Francisco delegation includes an advertising man, a banker, operator of a wholesale concern, and a sales executive, these men will be introduced in the host community to men in the same business or profession. In each case, the host will then personally conduct the visitor to other people in the community whom he might find beneficial to know. Visitors and hosts are carefully "matched" at luncheon and dinner parties in the same way. This establishes the visit on a much more personal basis than heretofore.

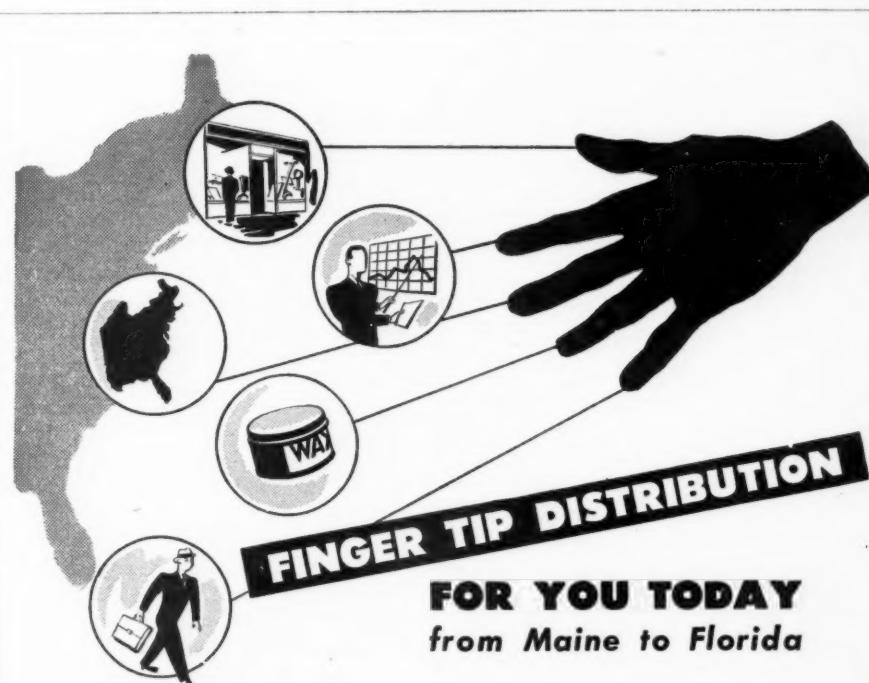
Complementing the good neighbor trips, the Domestic Trade Committee of the San Francisco Chamber of Commerce suggests a way for businessmen to increase these personal contacts and further the good neighbor idea. The committee suggests that when members of the chamber's committees make regular business trips to these communities that the members pay a visit to the local chamber of commerce. To make this more than a hand-shaking affair, the San Francisco chamber will provide businessmen with introductions to the other chamber. After the visit, the member is asked to report to the San Francisco Chamber of Commerce information of interest to other members.

To set the pattern for this development of the San Francisco trading area, the San Francisco Chamber of Commerce divided its natural trading region of northern California into the immediate bay area, and northern and central California. In each community, San Francisco looks for a problem or project of mutual interest, takes an interest in local problems and celebrations, and sometimes interests itself in purely local problems even though there would be no apparent benefit to San Francisco.

Visits between businessmen in San Francisco and southern Idaho helped to break a transportation bottleneck. Previous to these visits, a southern Idaho shipper had to use a round-about-route to San Francisco that involved transferring at Ogden, Utah. Now, there is a new highway, running from Boise, Idaho, across the corner of Oregon, to the western end of Nevada that provides a direct link between southern Idaho and San Francisco. The next project is to get direct air passenger and air freight routes between the two regions.

During the war, the San Francisco Chamber of Commerce helped the community of Livermore, Calif., to obtain a bowling alley for Army and Navy personnel. This was simply a good neighbor gesture.

This inter-community cooperation has reached the point where businessmen in smaller city chambers of commerce come to San Francisco's chamber for aid. But San Francisco does not always wait to be asked. Whenever it sees an opportunity to be of service, the San Francisco Chamber of Commerce offers its services.



The product: the territory: the outlet: the salesmen: the sales experience. We're ready to put all five to work for you now. Here is finger tip distribution available through E. J. McAleer & Co., Inc., one of Philadelphia's oldest and best established distributors of nationally famous housewares, including Pyrex ovenware and the complete O-Cedar line.

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Let McAleer finger tip distribution achieve important consumer acceptance for you today in preparation for postwar competition. We are ready to help you act quickly. Write today for further details. Your inquiry will be kept in confidence.

In addition to being a leading distributor of nationally famous housewares we are peacetime producers of McAleer Metal Kitchen Cabinets, Wall Cabinets and Wardrobes.



Retail Distribution In 1946—A Forecast

BY W. F. GILBERT

Director of Research
Sawyer-Ferguson-Walker Co.
New York City

THE United States has just emerged from a period of feverish war activity during which production levels reached an all time high. But as far as the peacetime problems of the immediate future are concerned, this must be regarded as a period of "artificial" high production. It was created, and for the most part, maintained by Government spending.

Competition Inevitable

However, artificial or not, this super-production has had a permanent effect on the Nation's business structure. The next few years will witness a highly competitive, dog eat dog, fight for survival between most of the concerns which were in business at the war's end and many new ones as well.

After World War I the business mortality of manufacturing firms was extremely high. How many of the automobiles, for example, which were current in the early 1920's, were still on the market 10 years later? The same was true of most all the important lines of manufactures.

Most all national business concerns which sell to the American consumer will enter this critical period with scant knowledge of the possible distribution of retail sales volume across the Nation in 1946. Figures for 1939 are out of date, and 1945 sales which represent the peak of the war effort, hardly can be used as an index of retail sales potential for 1946, the first year of our return to a peacetime economy. Since the middle of 1945, most war contracts have terminated and, while there are shortages in many lines, many others have already eased. Many of the former will ease during the current year.

A study of the fluctuations of retail sales volumes throughout the past 17 years has revealed that a practical index of retail sales potential can be constructed, which will forecast the percentage distribution of the national 1946 retail sales volume for any city, town, county or state, or combination of same, with a minimum of error.

This detailed study of retail volumes and their relationship to the U. S. total during 1929, 1935, 1939, and 1944 (SALES MANAGEMENT estimate) presents the following conclusions.

1. The *volumes* of retail sales in cities, counties, states, etc. may vary a great deal during long periods of years (the period referred to above includes the depression of the "thirties" as well as World War II) but their *percentages* of the national total vary but little.

The greatest peacetime shift in percentage of U. S. total retail sales, among the nine state groups into which the Bureau of the Census divides the Nation, was in the South Atlantic states which increased from 8.6% in 1929 to 10.4% in 1939. This was a net increase of 1.8%.

2. Where percentages *have* changed, it is in accordance with a recognizable trend over a period of years, and even in such cases *the actual change between any two consecutive years is relatively slight.*

The Percentage Story

Again using the South Atlantic states as an example, their 1929 percentage was 8.6. In 1935 this had risen to 10.0%, and by 1939 they had 10.4% of the total retail sales in the nation. During 1935 to 1939 the net change was only .4% while the average rate of change per year for the entire 1929-1939 period was .18%. *This was the greatest net change for any state group throughout the entire period, and changes for individual states were correspondingly smaller.*

3. Even the dislocations of war have produced relatively small changes in percentages of the national volume in most instances.

The greatest change by far between 1939 and 1944 was in the Middle Atlantic states which fell from 24.5% of the national total in 1939 to 22.0% in 1944, a net change of 2.5%. Again this was in line with the pre-war trend of these states for they fell from 25.9% in 1929 to 24.5% in 1939.

4. Finally, if the proportion (or

percentage) of retail sales in any city, county or state to the national total remains relatively constant from year to year—and if upward or downward trends in percentage of the national total are readily recognizable over a period of years—then a projection of the peacetime, pre-war trends of any city, county or state, will provide a reasonably accurate percentage of its retail sales volume to the national total in 1946.

To illustrate the method of projecting pre-war retail sales trends to 1946, let us trace the experience of the State of New York. All of the projections used are projections of the *individual experience* of each state.

For the benefit of those who wish to make their own projections the procedure is presented step by step.

In the year 1929 New York had \$6,968,931,000 of retail sales as reported by the Census of Business. This figure is used as 100% in our calculations.

Rates of Growth

By 1935 retail sales in New York had dropped to \$4,704,233,000 or 67.5% of the 1929 total.

The 1939 census showed a New York State recovery to \$5,578,159,000. This is 80.0% of its 1929 total.

The rate of growth per year for the four years between 1935 and 1939 is obtained by subtracting the 1935 percentage (67.5%) from the 1939 percentage (80.0%) and dividing this figure (12.5%) by four. This results in an average pre-war rate of growth for New York State of 3.125 percentage points per year. Multiplied by seven (the number of years between 1939 and 1946) this gives a total *increase* for New York up to 1946 of 21.9 percentage points.

The increase up to 1946 (21.9 percentage points) added to New York's 1939 percentage (80.0%) equals 101.9%, the 1946 percentage of New York's 1929 total. The 101.9% of New York's 1929 total (\$6,968,931,000) is \$7,101,341,000 which must be adjusted for the increase in retail prices to date, to get New York's 1946 dollar volume.

The U. S. Department of Commerce index of retail prices shows a 41.4% increase for the year 1945 over 1935-39 average prices. Increasing New York's total by this percentage results in a total of \$10,041,300,000 of retail sales for New York in 1946.

A similar projection of the national retail sales experience gives \$82,337,900,000 as the United States total dollar volume of retail sales in 1946. New York's potential therefore is 12.20% of the national total.

The United States Director of War

TRENDS IN RETAIL SALES

1929 Through 1946

STATE	Retail Sales 1929	Percent U. S. Total 1929	Retail Sales 1935	Percent U. S. Total 1935	1935 Percent of 1929 Total (Each State)	Retail Sales 1939	Percent U. S. Total 1939	1939 Percent of 1929 Total (Each State)	Retail Sales 1944	Percent U. S. Total 1944	Projected 1946 Percent of 1929 Total	Retail Sales 1946 Adjusted for Retail Price Increase	Percent U. S. Total 1946
Maine	300.0	.62	226.9	.69	75.6	281.4	.67	93.8	459.1	.67	125.7	533.2	.65
New Hampshire	180.2	.37	149.7	.46	83.0	183.1	.44	101.6	251.9	.37	134.2	342.0	.42
Vermont	148.3	.31	96.7	.30	65.2	123.4	.29	83.2	195.3	.28	114.8	240.7	.29
Massachusetts	2,031.8	4.20	1,446.2	4.41	71.2	1,737.7	4.13	85.5	2,561.3	3.72	110.5	3,174.7	3.85
Rhode Island	314.0	.65	217.7	.66	69.3	275.4	.65	87.7	514.1	.75	119.9	532.3	.65
Connecticut	757.7	1.57	550.4	1.68	72.6	717.3	1.71	94.7	1,415.4	2.05	133.4	1,429.3	1.73
NEW ENGLAND	3,732.1	7.72	2,687.6	8.20	72.0	3,318.2	7.89	88.9	5,397.0	7.84	118.5	6,252.2	7.59
New York	6,968.9	14.42	4,704.2	14.35	87.5	5,578.2	13.27	80.0	7,510.8	10.91	101.9	10,041.3	12.20
New Jersey	1811.3	3.75	1,207.0	3.68	66.6	1,580.4	3.76	87.3	2,546.3	3.70	123.5	3,163.0	3.84
Pennsylvania	3,747.8	7.75	2,463.2	7.51	65.7	3,133.4	7.45	83.6	5,074.2	7.37	114.9	6,089.0	7.39
MIDDLE ATLANTIC	12,528.0	25.92	8,374.4	25.54	66.8	10,291.9	24.48	82.2	15,131.3	21.98	109.2	19,293.3	23.43
Ohio	2,829.4	5.86	1,940.0	5.92	68.6	2,441.3	5.81	86.3	4,087.9	5.93	117.3	4,632.8	5.70
Indiana	1,200.5	2.48	771.4	2.35	64.3	1,066.4	2.54	88.8	1,789.2	2.60	131.7	2,235.5	2.71
Illinois	3,658.6	7.57	2,152.4	6.56	58.8	2,857.6	6.80	78.1	4,240.2	6.16	111.9	5,798.8	7.03
Michigan	2,202.4	4.56	1,377.1	4.20	82.5	1,820.8	4.33	82.7	3,340.7	4.85	139.1	3,677.9	4.47
Wisconsin	1,222.4	2.53	862.1	2.63	70.5	1,065.0	2.53	87.1	1,594.7	2.32	116.2	2,008.5	2.44
EAST NORTH CENTRAL	11,113.2	23.00	7,103.1	21.66	63.9	9,251.1	22.01	83.2	15,052.6	21.86	117.0	18,403.5	22.35
Minnesota	1,036.0	2.14	808.9	2.47	78.1	1,017.2	2.42	98.2	1,419.9	2.06	133.4	1,954.2	2.37
Iowa	956.0	1.98	640.6	1.95	67.0	822.9	1.96	86.1	1,240.8	1.80	119.5	1,615.4	1.96
Missouri	1,422.4	2.94	935.0	2.85	65.7	1,102.5	2.62	77.5	1,600.4	2.32	98.2	1,975.1	2.40
North Dakota	230.6	.48	147.3	.45	63.9	156.1	.37	67.7	245.5	.36	74.4	242.6	.30
South Dakota	249.9	.52	144.3	.44	57.7	169.4	.40	67.8	251.8	.37	85.5	302.2	.37
Nebraska	553.6	1.15	354.5	1.08	64.0	397.2	.94	71.7	638.5	.93	85.2	667.0	.81
Kansas	730.2	1.51	441.1	1.35	60.4	473.6	1.13	64.8	1,000.5	1.45	72.5	748.6	.91
WEST NORTH CENTRAL	5,178.8	10.72	3,471.8	10.59	67.0	4,138.9	9.84	79.9	6,397.3	9.29	102.5	7,505.1	9.12
Delaware	101.9	.21	76.0	.23	74.8	110.1	.26	108.0	250.1	.36	166.5	239.8	.29
Maryland	611.0	1.26	457.3	1.40	74.8	619.3	1.47	101.4	1,311.0	1.91	148.0	1,278.8	1.55
District of Columbia	332.4	.69	329.0	1.00	99.0	402.8	.96	121.2	904.8	1.17	160.1	752.5	.91
Virginia	591.8	1.23	466.8	1.42	78.9	628.2	1.49	106.2	1,152.8	1.68	154.0	1,288.6	1.57
West Virginia	441.1	.91	329.4	1.00	74.7	404.0	.96	91.6	636.2	.92	121.2	755.9	.92
North Carolina	642.6	1.33	460.1	1.40	71.6	633.2	1.51	98.6	1,097.3	1.59	145.9	1,325.8	1.61
South Carolina	296.7	.61	246.2	.75	83.0	332.2	.79	112.0	597.6	.87	162.8	682.9	.83
Georgia	627.2	1.30	481.2	1.47	76.7	624.8	1.49	99.6	1,054.5	1.53	139.7	1,238.9	1.50
Florida	493.9	1.02	421.9	1.29	85.4	614.5	1.46	124.4	949.1	1.38	192.7	1,345.7	1.64
SOUTH ATLANTIC	4,138.3	8.56	3,267.9	9.96	79.0	4,368.9	10.39	105.6	7,853.3	11.41	152.2	8,908.5	10.82
Kentucky	577.9	1.20	382.8	1.17	66.2	520.1	1.24	90.0	872.3	1.27	131.7	1,076.2	1.31
Tennessee	632.6	1.31	477.7	1.45	75.5	606.5	1.44	95.8	971.0	1.41	131.3	1,174.5	1.43
Alabama	519.0	1.07	334.2	1.02	64.4	436.0	1.04	84.0	841.9	1.22	118.3	888.1	1.05
Mississippi	408.0	.84	176.9	.54	43.4	282.4	.67	89.2	490.7	.71	114.4	660.0	.80
EAST SOUTH CENTRAL	2,137.5	4.42	1,371.6	4.18	64.2	1,845.0	4.39	86.3	3,175.9	4.61	125.0	3,778.8	4.59
Arkansas	406.2	.84	238.8	.73	58.8	298.3	.71	73.4	556.4	.81	99.0	568.6	.69
Louisiana	469.8	.87	341.9	1.04	72.8	486.3	1.16	103.5	942.8	1.37	157.2	1,044.2	1.27
Oklahoma	781.1	1.62	430.1	1.31	55.1	513.1	1.22	65.7	915.9	1.33	84.3	931.1	1.13
Texas	1,997.5	4.13	1,273.8	3.89	63.8	1,803.7	4.29	90.3	2,395.9	4.21	138.7	3,861.0	4.69
WEST SOUTH CENTRAL	3,654.6	7.56	2,284.6	6.97	62.5	3,101.4	7.38	84.9	5,311.1	7.71	124.1	6,404.9	7.78
Montana	238.3	.49	185.6	.56	77.9	222.0	.53	93.2	322.6	.47	120.0	404.3	.49
Idaho	165.4	.34	137.9	.42	83.4	175.9	.42	106.4	275.5	.40	146.7	343.0	.42
Wyoming	101.5	.21	81.4	.25	80.3	100.2	.24	98.8	162.1	.23	131.2	188.2	.23
Colorado	457.4	.96	288.2	.91	65.2	409.1	.97	89.4	611.2	.89	131.8	852.5	1.04
New Mexico	116.8	.24	87.7	.27	75.1	125.8	.30	107.6	196.3	.28	164.5	271.8	.33
Arizona	193.8	.40	118.9	.36	61.3	162.0	.38	83.6	276.0	.40	122.6	336.0	.41
Utah	193.3	.40	130.1	.40	67.3	170.7	.41	88.3	327.8	.48	125.1	341.9	.41
Nevada	48.9	.10	43.0	.13	88.1	61.8	.15	126.5	119.8	.17	193.7	133.8	.16
MOUNTAIN	1,515.3	3.14	1,082.7	3.30	71.4	1,427.5	3.40	94.2	2,291.2	3.33	134.1	2,871.5	3.49
Washington	745.9	1.54	521.2	1.59	69.9	668.8	1.59	89.7	1,500.6	2.18	124.4	1,312.0	1.59
Oregon	443.3	.92	329.6	1.01	74.4	442.2	1.05	99.7	879.8	1.28	144.0	902.6	1.10
California	3,142.6	6.50	2,296.7	7.00	73.1	3,187.8	7.58	101.4	5,880.5	8.51	150.9	6,705.5	8.14
PACIFIC	4,331.8	8.96	3,147.5	9.60	72.7	4,298.6	10.22	99.2	8,240.9	11.97	145.6	8,920.1	10.83
U. S. TOTAL	48,329.7	100.00	32,791.2	100.00	67.8	42,041.8	100.00	87.0	68,850.7	100.00	120.6	82,337.9	100.00
CITIES													
Los Angeles	859.3	1.78	586.8	1.79	68.3	782.8	1.86	91.1	1,434.3	2.08	131.0	1,591.7	1.93
San Francisco	485.4	.96	294.6	.90	63.3	383.6	.91	82.4	590.2	.86	115.8	762.0	.92
Chicago	2,099.8	4.35	1,208.0	3.68	57.5	1,514.8	3.80	72.1	2,393.4	3.48	97.7	2,900.8	3.52
Baltimore	402.8	.83	298.4	.91	74.1	380.1	.90	94.4	783.0	1.14	129.9	739.9	.90
Boston	668.4	1.38	436.8	1.33	65.3	490.4	1.17	73.4	690.1	1.00	87.6	827.9	1.00
Detroit	884.9	1.83	541.0	1.65	61.1	665.6	1.58	75.2	1,396.5	2.03	99.9	1,250.0	1.52
St. Louis	466.2	.96	304.5	.93	65.3	353.9	.84	75.9	516.8	.75	94.5	622.9	.76
Buffalo	337.4	.70	204.1	.62	60.5	250.3	.80	74.2	351.0	.51	98.2	468.5	.57
New York City	4,225.5	8.74	2,828.1	8.62	66.9	3,192.6	7.58	75.6	4,333.5	6.29	90.8	5,425.2	6.59
Cleveland	529.1	1.10	353.5	1.08	66.8	420.4	1.00	79.5	755.2	1.10	101.7	760.9	.92
Philadelphia	1,071.6	2.22	652.3	1.99	60.9	768.6	1.82	71.5	1,276.3	1.85	90.1	1,365.1	1.66
Pittsburgh	437.1	.90	285.2	.81	60.7	337.3	.80	77.2	590.3	.86	106.1	655.7	.80
Milwaukee	350.5	.73	235.4	.72	67.2	288.8	.69	82.4	455.4	.66	109.0	540.2	.66
TOTAL 13 CITIES	12,797.9	26.48	8,208.6	25.03	64.1	9,826.7	23.35	76.8	15,565.7	22.61	99.0	17,910.8	21.75

Mobilization and Reconversion stated in his report to the President, dated January 1, 1946, that the "1939 total of somewhat over \$40 billion (retail sales) may be doubled in 1946." This checks closely with the figure arrived at by the projection method above. But it is important to remember that whether or not \$82 billion is the correct total, the percentages to the national total shown in the tables can have but a negligible margin of error.

All States Gain

These percentages can be used to allocate sales and advertising pressure, etc., across the Nation. Using the projection method described, a breakdown of the U. S. may be made to fit any system of sales territories.

All states have gained in retail volume since 1939 but some have gained much more than others. The percentage of retail volume to the national total is shown for each state for the years 1929, 1935, 1939 and 1946 in the tables elsewhere on these pages. States like New York, Pennsylvania, Illinois, etc., have steadily lowered

their percentages of the national sales dollar, while others like Florida and California have steadily gained.

Steady shifts in buying power between different regions of the Nation are shown by the rising percentages of the South Atlantic, East South Central, West South Central, Mountain and Pacific states and the shrinking percentages of the New England, Middle Atlantic, East North Central and West North Central states.

Not all states within regions are following the regional trends. Connecticut in the New England states and New Jersey in the Middle Atlantic states, for example, are gaining percentagewise. Mississippi in the East South Central states and Oklahoma in the West South Central states have smaller percentages of the U. S. total in 1946 than they had in 1929.

Altogether 31 states have gained in percentage of the U. S. total between 1929 and 1946 or have remained at the same percentage (This group includes Washington, D. C.). Eighteen states have lost ground since 1929.

The long-term significance of these

trends is illustrated by the fact that, if the 18 losing states had remained in 1946 at the same percentages they had in 1929, their retail sales volume in 1946 would have been \$5,225,000,000 greater than it is today. Instead, this \$5 billion is now added to the 31 gaining states which increased from 39.9% of the 1929 national total to 46.2% of the 1946 total. This is a net shift of over 6% of the Nation's total retail volume.

Pronounced Shifts

Almost 5% of the national total representing over \$4 billion shifted from the regional groups of states in the East and Middle West to the southern and western states.

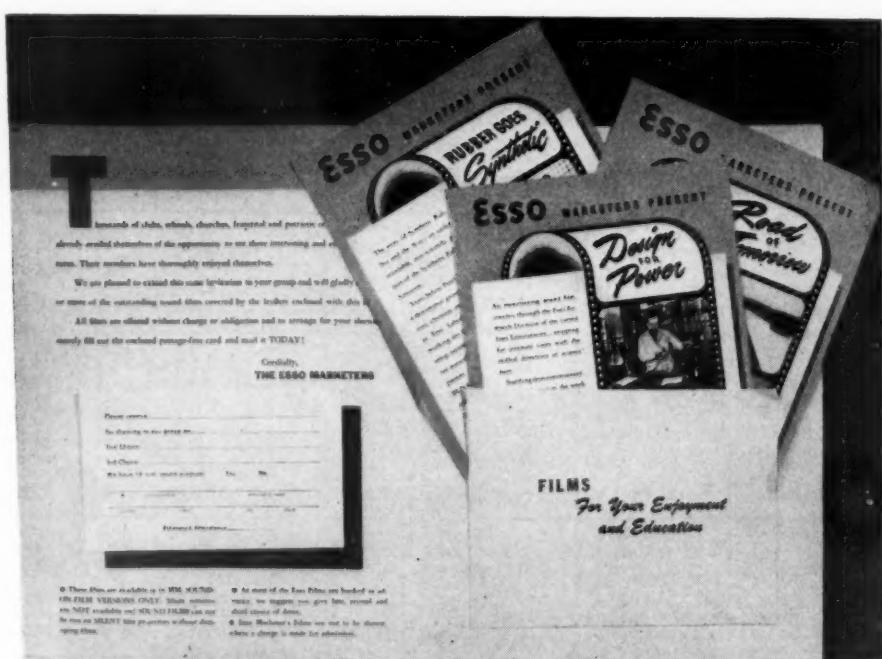
An even more pronounced shift in retail volume has been taking place between groups of cities which are rising and those which are falling in their percentages of the national sales dollar. This factor might well be added to the measurements of markets by advertisers, for advertising returns are obviously better in rising markets than they are in declining markets.

Esso Folder Promotes Free Films

It's a compact merchandising piece to draw bookings from civic organizations for 20 pictures.

YOURS FOR THE ASKING: That's how you can obtain any one of 20 16-mm, sound-on-film pictures issued by Esso Marketers, New York City. To let potential bookers

know about them, Esso has issued this four-page promotional piece that describes the films and gives sample illustrations from the frames. It's a cardboard folder, printed in red, white and blue, with an envelope-type holder for leaflets on each film, together with complete instructions for obtaining them. To make it easy to order, Esso includes a postage-free card. It's easy to fill out—



blanks provide sufficient space to list the film or films desired, with three choices for dates. There are "yes" and "no" squares for reporting availability of a 16-mm sound projector (a silent film projector can not be used), and space to enter the name of the requesting organization, its address, and the size of the audience. On the back of the folder is "Buy at the ESSO Sign."

Colossus Sparks to NEW IDEAS



SPRAYING orchards from his private airplane, for instance, to control insects. Throwing a switch or shifting a gear to grind his grain, light his place, pump his water, milk his cows, drive his tractor.

New ideas . . . new and better ways of doing things . . . these are the very breath of life to Colossus. They help him produce more, earn more, labor less, and share in the good life he has helped to create. Colossus is modern in every respect.

Take his interest in aviation. He sees the airplane as an efficient tool of farming, enabling him to cover great distances in the twinkling of a pro-

peller. With it, he can inspect crops, livestock, fences . . . spot forest fires . . . control insects . . . check on soil erosion . . . even hop to town for machine parts, or a doctor.

Be sure of this: The more responsive he is to new ideas, the more he depends on **Country Gentleman**. It is his and his family's friend and guide. This magazine is read . . . and relied upon . . . on America's *top-half* farms, enjoying nearly four-fifths of the national farm income.

It is not only a guide to better farming, but a guide to better living and better spending, as alert advertisers have discovered.

Country Gentleman
NATIONAL SPOKESMAN FOR AGRICULTURE
A CURTIS PUBLICATION

How St. Louis Pre-Tests Veterans for Sales Aptitude

Tests given by the Sales Managers' Bureau help both employers and ex-servicemen avoid those fruitless, time-consuming job interviews.

WHERE can an ex-serviceman learn if he has the general characteristics found in successful salesmen?

Where can an employer find a central list of veterans who have been tested and found to be sales minded?

"In St. Louis," says Charles R. Frederick, Director, Sales Managers' Bureau, Chamber of Commerce, "we

provide the answers with the Veterans Screening Service, which was set up last July by the Bureau on operating funds supplied by 51 concerns.

"Our screening service is not an employment agency, nor is it an attempt to supply broad vocational guidance to the veteran. Essentially," Mr. Frederick explains, "it is a time-saver for the veteran who thinks he wants

to sell, but who wants to be tested before he pounds the pavement in search of a selling job.

"After polling interested members of the Bureau, we selected these tests: Strong Vocational Interest Blank, Kuder Preference Record, Bernreuter's Personality Inventory, and the Otis Self Administering Test of Mental Ability. These tests are given to groups of veterans several days each week.

"For the veteran, the screening provides three services:

1. It gives him the means to decide if he has potential sales ability. It helps him to take the guess-work out of selecting a career and heads off fruitless searching for a sales job if he is not qualified.

2. Our screening report gives the veteran a definite sales tool to use in seeking a sales job, if he is qualified.

3. Our central file of screening reports provide all employers in this area with an excellent source of manpower.

Some Interest in Sales

"We try to attract men for our screening service who have some interest in selling as a career. We don't draw these men from any one source, and we are particularly anxious to avoid the possibility that other agencies, established to serve all veterans, may dispose of their guidance problems merely by referring their men to us for testing. Most veterans are referred to us by executives of concerns who are members of the Chamber of Commerce, by members of the Sales Managers' Bureau and veterans who, themselves, have been screened. This word-of-mouth advertising," according to Mr. Frederick, "produces a large number of applicants. When we launched the program, we inserted one display ad in the Sunday edition of one of our newspapers. Otherwise, we have done no formal advertising.

"In the first interview, we try to make sure that the veteran has a definite interest in selling as a career. If an ex-serviceman wants broad vocational counseling, we immediately arrange an appointment for him with the proper agency. Others who do have a definite interest in selling are asked to fill out a personal history summary and are scheduled for the screening tests. After the tests are scored, we send the veteran a postal card informing him that he can come in to learn the results.

"In the post-screening interview, we carefully and emphatically remind the veteran that the results do not include measurement of either "drive" or selling ability, and that these two factors could very well change the value of the information our tests give



Hospital admissions, which reached a new high of 16,036,848 in 1944, indicate that now more than ever before our people are depending on civilian hospitals to safeguard their health.

To determine the over-all hospital requirements of the nation, the American Hospital Association conducted an exhaustive survey among 6,400 registered hospitals. The results prove conclusively that the present and future health needs of the country demand a construction and expansion program which will require the expenditure of at least \$2,000,000,000. Of this sum, an estimated \$1,340,000,000 will be spent on new building, and \$660,000,000 will be spent on equipment of all kinds.

For those interested in institutional construction and equipment, here is a ready market for many products. You can reach it most effectively by advertising in *HOSPITALS*^{*}, the Journal of the American Hospital Association, because the key men of hospital buying (Administrators and Purchasing Agents) place their greatest reliance in its editorial leadership and guidance.

HOSPITALS
THE JOURNAL
of the
AMERICAN HOSPITAL ASSOCIATION
18 E. Division St. Chicago 10, Ill.
WHItehall 4350



^{*}An authoritative analysis of the sales possibilities for your product in the Hospital Market made on your request.

to him. We also remind the veteran that most progressive companies provide a training program before they send a man out to sell. Furthermore, we try to use appropriate examples to illustrate the absolute need for motivation if a man is to be a successful salesman. This, we feel, is particularly important to the men whose profiles may not appear to be ideal for selling. For the veteran who expresses an interest, we try to help him discover which field of selling he should investigate for a job.

Profiles for Employers

"The next step in the screening service," Mr. Frederick continues, "is to make the profiles on these men available to all concerns regardless of their membership in the Bureau or the Chamber. We file the veterans' personal history forms and test scores in loose-leaf binders so that prospective employers may check through this manpower roster quickly and conveniently. When requested, we go over the files with the employer.

"We do not call the veteran and ask him to report to a company for an interview. Instead, the company representative contacts the veteran.

"The reaction of veteran and companies has been very good," Mr. Frederick states. "As of March 8, more than 700 veterans had been screened. Approximately one-third of these men have been employed. The number employed actually may be higher inasmuch as we depend upon the veteran to notify us to take his name off the eligible list when he gets a job. None of the veterans screened has registered any complaint because we do not act as an employment agency. Doubtless, this is due to the fact that we try to emphasize to these men that the selling of themselves is no different than the selling of a product or merchandise for someone else.

"To finance the cost of test material and scoring, we invited members of the Sales Managers' Bureau to contribute \$25 each, which carried the program from last June until January 1946. Then we invited companies to renew their support and in addition, the Chamber of Commerce has agreed to match this sum out of their Post-War Activities Fund.

"This program is guided by the Veterans Screening Project Committee composed of Joseph T. Peterson, Manager, Guardian Life Insurance Co., chairman; Charles E. Michel, Vice-President, Union Electric Company of Missouri, vice-chairman; Ralph H. Knight, President, Sales Managers' Bureau; and C. E. Reid, president of the Bureau in 1945.

"To provide further service to veterans, we are now conducting a series of six sessions on the 'Fundamentals of Selling.' Enrollment is offered, without cost, to the veterans whom we have screened."

"We are building the course around Dartnell's sound-slide film, 'The Strategy of Selling.' Each evening we will use one of the films followed by a talk of approximately one hour's length by a member of the Sales Managers' Bureau." The schedule follows:

1st Session: Harold D. Duffy, Sales Manager, S. G. Adams Co.—"Salesmanship."

2nd Session: R. G. Thomas Jr., Manager, International Business Machines Corp.—"Planning the Sale."

3rd Session: R. C. Shannon, Sales Manager, Division No. 1, Socony Vacuum Oil Co.—"Securing the Interview" and "Making the Presentation."

4th Session: Sidney E. Carter, Divisional Sales Manager, Ross Gould Co.—"Disposing of Objections."

5th Session: Henry J. Reinhardt, Vice-President, Frank Adam Electric Co.—"Closing the Sale."

6th Session: Frank X. Meehan, F. X. Meehan Co.—"Managing Your Time" and "The Way to Leadership."

Paging NEW HAMPSHIRE?

FACTS . . .

An "A" Schedule Market! More factories are moving in . . . new industries . . . plus accelerated expansion of long established industries . . . one plant alone adds 1,000 employees. Chamber of Commerce reports largest payroll period in history of the city. Retail Sales at new high. Write today for portfolio "Manchester . . . Your Test City." Manchester Union-Leader, the State's Metropolitan daily . . . now over 43,000 circulation.

the MANCHESTER UNION-LEADER
MANCHESTER, NEW HAMPSHIRE

NATIONALLY REPRESENTED BY GEORGE A. MCDEVITT COMPANY

Is mispronunciation a stumbling block for YOUR SALESMEN?

Successful selling requires poise, and the salesman's knowledge that his speech is correct lends confidence, adds poise to his presentation.

SALESMEN'S MISPRONUNCIATIONS, by Dr. James F. Bender, will enable your salesmen to uncover speech deficiencies. Containing 2,000 words frequently mispronounced by salesmen—with correct pronunciations—Dr. Bender's booklet will be welcomed by your salesmen as a practical guide to more persuasive selling.

Pocket-size, convenient for daily odd-moment use, this booklet will work a wonder of constant speech improvement. It will develop a self-confidence which will lead to enlarged vocabularies, to more forceful sales talks.

Its introduction shows how "the salesman's speech reflects not only his personality but the company he represents as well." Contains a pronunciation test which will quickly demonstrate to the average salesman that he *needs* a brush-up course in correct speech.

Put your salesmen on the road to better speech—today.

Let Dr. James F. Bender—Author, Lecturer, Educator and Director of the National Institute for Human Relations—help them *help themselves*.

Sales Training Publishing Co.,
Roslyn Heights, N. Y.

Gentlemen: Send us _____ copies of **SALESMEN'S MISPRONUNCIATIONS**.

Single copy 60c
10 to 100 copies ... 50c each
100 to 250 copies .. 45c "
250 to 500 copies .. 40c "

Name _____ Title _____

Co. _____

Street _____

City _____ State _____

Gorham Finds a Way to Help Hum-Haw Customers Reach Buying Decisions

Many a sale of a set of silverware hangs in the balance when the little woman finds she can't make up her mind about what pattern will look best on her own table. Now Gorham provides a "place-setting visualizer" which enables her to select the perfect silver.

A PACKAGED promotion with some brand new ideas is making news at The Gorham Co. For the first time the jeweler is furnished materials and methods which enable the consumer to visualize flat silverware on her own table.

The first step in fitting the jeweler's tools to the needs of consumers is Gorham's new price folders, which are so unique that the company has already filed for patent. Larger in size than conventional price booklets, each folder is confined to one sterling pattern, with 12 nationally advertised patterns featured.

The front cover of each folder carries an illustration of a full-size fork of the featured pattern superimposed against a background suggestive of that pattern. In the King Edward, for instance, the fork is shown against a typical wallpaper of the French period. A fork of the Lyric pattern is shown against a statue of Euterpe, the muse of lyric poetry. In Camellia, the representative flower makes an attractive background. The folder covers feature two names, that of the pattern in black lettering against a white background, and the Gorham name.

Guides for Brides

"A novel feature," according to John R. O'Kane, assistant to the vice-president in charge of sales, "is that each folder reflects the character of the sterling pattern. It creates a definite atmosphere and tells a silent story. What has always been a routine printed piece becomes an effective sales tool. Furthermore, all these price folders assume a continuity, a family identification, which readily identifies them as Gorham creations."

Inside the price folder is another surprise. Opened to full size and placed on a table, the bride has a 6-piece place setting photographed on a linen doily. A marked area in the center indicates where a china plate may be set. And the woman can visualize the pattern with her own china and glassware. In this way she can try

out several patterns and make her selection.

This place setting puts into the jewelers' hands an effective sales aid and remedies a situation that has long plagued the trade. Usually a woman visits her jeweler, sees various patterns and narrows them to two or three. There the sale hangs. Occasionally she will leave to think it over and returns only to realize she cannot easily decide. The jeweler does his best to point up the difference between the patterns and advise her, but selection remains difficult because she cannot really picture the patterns as they would appear on her own table.

Sales Tools Speed Buying

Occasionally the jeweler offers to let the woman take a place setting or two to her home in an attempt to close the sale. While sometimes effective, this is often a headache, for the prospect may be slow or negligent in returning the loaned pieces.

With the place setting arrangement now developed, Gorham places in the jewelers' hands a sales aid that meets the situation. The woman takes the folders in which she is interested and tries them in her home. The whole family can see and discuss the patterns. The effect attained in the folders is remarkably realistic. The silver pieces stand out with a semblance of third dimension and the pattern detail is perfect. Initial tests conducted by Gorham indicate that the settings will be valuable sales tools, removing guess-work and speeding the sale closing.

"We are jumping the hurdle of consumer indecision by enabling her to make a quick, enduring choice," explains John P. Young, director of advertising and sales promotion. "We are now equipping the jeweler to close the sale quickly and with minimum sales effort. Heretofore, we have concentrated on literature to aid the jeweler; now we give him sales helps with which to serve the consumer directly.

"These folders also give the jeweler a second approach to the sale. Once

he has given the prospect these pieces, he has a definite talking point and reason to follow up. Initial tests made among jewelers indicate unusual enthusiasm."

The dealer book also explains Gorham's 1946 advertising activities. Following its success last year with color in national consumer media, full color pages will be used in *House Beautiful* "Guide for the Bride," *Ladies' Home Journal*, *House Beautiful*, *Town & Country*, *Harper's Bazaar*, *House & Garden*, and *Vogue*. One unusually eye-catching piece of copy is titled "Silver in the Spring" and shows a variety of seasonable flowers.

Black and white advertisements will appear in *Bride's Magazine*, *Bride's Reference Book*, *Charm*, *Cosmopolitan*, *Good Housekeeping*, *Glamour*, *Harper's Bazaar*, *House Beautiful*, *House Beautiful* "Guide for the Bride," *House & Garden*, *Junior Bazaar*, *Ladies' Home Journal*, *Mademoiselle*, *Town & Country*, and *Vogue*. Copy will run through January 1947, and will stress the themes of love and happiness with such headlines as "Return to love and silver," and "Now, plan a beautiful wedding." The theme of the national advertising and the same scenes will be featured in newspaper mats of 100 and 125 lines.

A selection of four bridal place setting plaques are offered to the trade for window, counter, or display case use. These have a background of moon stone rayon satin against which is shown the sterling. They have removable bases which widen use of the plaques. The central unit of the display is a portrait of a bride. After showing the original plaque to jewelers, the company doubled the size of the initial order.

Gorham is also offering three booklets: "Hands at Work," a 20-page, spiral-bound story of the manufacture of sterling with 17 bleed photographs of sterling craftsmen at work; "The Bride's Notebook," 8½" by 10½", prepared by *Bride's Magazine* and used exclusively in the jewelry trade by Gorham; "Entertaining the Sterling Way," depicting silver as a social asset. The latter is indexed.

The 1946 advertising policy reflects certain changes from the Gorham pre-war pattern. The company is going after new social groups, the youth, class, and mass markets, thus reaching a broader market than ever before in company history. The year's advertising will chalk up the largest number of printed impressions in the history of the company. The agency is Abbott Kimball Co., Inc.



"BETTER THAN AVERAGE"

High Buying Power

Pantagraph Land (McLean County and parts of 8 adjacent counties) . . . a better-than-average market . . . per capita income is \$1,384 . . . \$174 higher than the Illinois average . . . \$218 higher than the national average . . . annual retail sales, \$37,647,000 . . . total buying income, \$90,587,000 . . . 40,059,000 farm dollars . . . greatest farm wealth in Illinois . . . 48 industries.

The Daily Pantagraph stands first . . . in fact, alone, in *Pantagraph Land*, covering 86% of select McLean County and 73% of the primary trading zone.

For 100 Years



SALES EXECUTIVES

BUSY planners find our luncheon, meeting and convention facilities are ideal for getting more work done in less time. Good food and courteous service go hand in hand with luncheons and banquets—we can accommodate groups up to 600. Our central location—on New York's busy West Side—is convenient to all business, shopping and amusement centers. Easy access to the Pennsylvania and Long Island Railroad Stations by direct private tunnel. Modest rates and unparalleled facilities make the Hotel New Yorker a logical choice for your meetings, luncheons and banquets.

Address: Sales Dept.

Hotel NEW YORKER

Member—American Hotel Association
34th Street at Eighth Avenue, New York 1, N.Y.

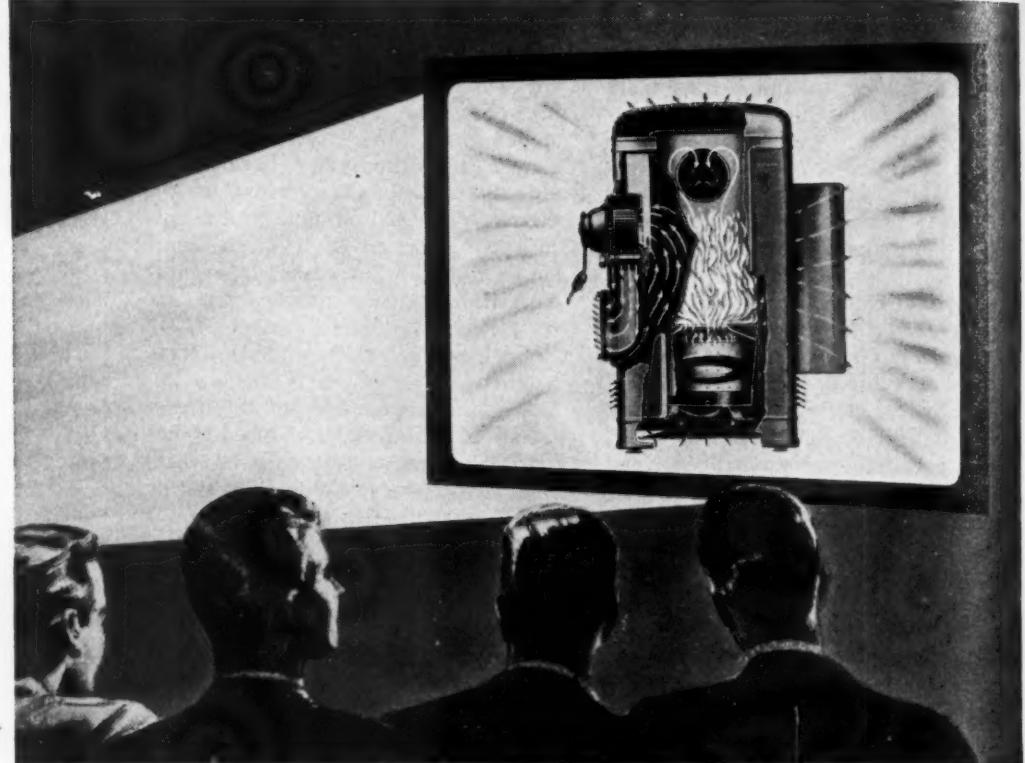
Direct Tunnel Connection to Pennsylvania Sta.

Home of Ultra-Rayed Bathrooms . . . They're Ultra-Rayed

FRANK L. ANDREWS, President

2500 ROOMS from \$3.85

INTRODUCING
A NEW
PRODUCT?



Do it better...faster...with RCA Sound Film Projectors

IF YOU'RE PLANNING to market a new product, chances are you'll have to start a sales-training program from scratch. For oldtimers and rookies alike will need expert basic training.

By far the easiest and quickest way to brief your staff on a new line is to *dramatize* its sales story with RCA Sound Film Projectors. With sound movies, sales and engineering experts can demonstrate through sight and sound the best features of your new product...and share firsthand their enthusiasm and specialized knowledge with your entire field selling staff.

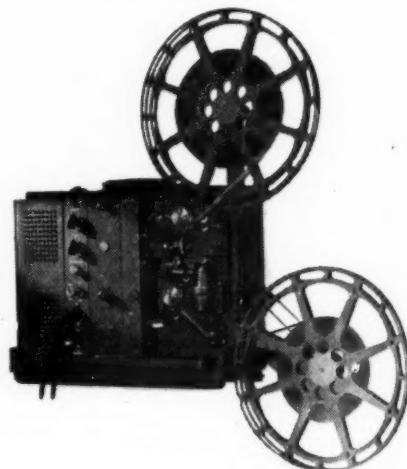
Not only *your* salesmen, but those of your distributors and dealers as

well, can be taught the most skillful way to present and sell your new product in this way.

By capturing both visual and aural attention, sound movies enable audiences to learn more and remember longer. In fact, it has been shown that personnel trained with the help of sound film *learn as much as 40% faster, retain as much as 30% more*, than groups taught by ordinary methods.

RCA's 16mm Sound Film Projector—with its brilliant, lifelike illumination and true sound reproduction—can help make your training program easier, faster and much more effective. It is simple to operate, easy to maintain.

For additional information, address Dept. 72-D, RCA 16mm Projectors, Radio Corporation of America, Camden, N. J.



16mm PROJECTORS

RADIO CORPORATION of AMERICA

ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.



How Carrier Licked the Catalog Problem for a Multiple-Market Line

Deep-dig research preceded redesign of catalogs for Carrier's line of air conditioning, refrigeration and industrial heating equipment. What they did—and how they did it—is reported in this article.

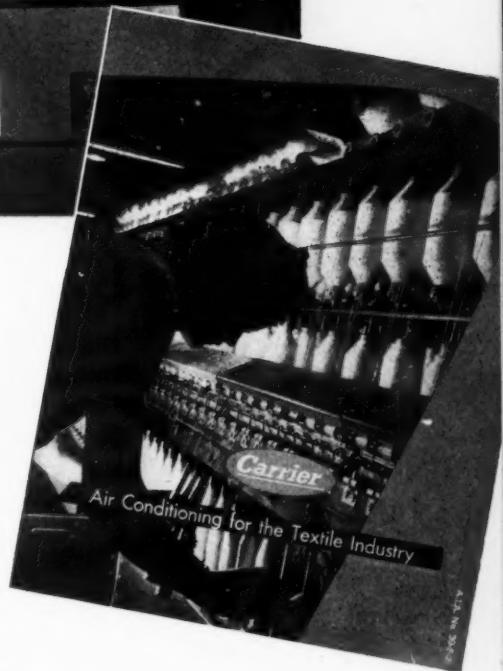
BY LESLIE M. BEALS
*Director of Advertising and Sales Promotion,
 Carrier Corporation
 Syracuse*

HAVE you ever looked at your competitor's catalog and winced? (Never dreaming, of course, that he might also be shaking his head over yours!) Did you ever try to dig out information on a certain product in a hurry? Or quickly locate some important piece of data?

Then pity the poor customer. He lives the hard way, too. For before we tell him what we have to sell and why, he has to be impressed with who we

are and how we got that way. We lug out the old family photo album . . . show him a picture of the founder then . . . the president now . . . the plant . . . the future.

Then let him find his own way (if he can) through a maze of pages and products, pictures and diagrams, tables and descriptions tilted this way and that. It may be a good game for a rainy Sunday afternoon. But it's just plain murder in the period of intense competition that lies ahead—with its



NOT ONE CATALOG, BUT 36: "Because good catalogs are expensive," says Mr. Beals (above), "we advise dealers and field offices to deliver them in person—never to mail them except in rare cases."

increasing need for speed and economy in mass marketing.

Almost two years ago, Carrier Corporation, manufacturer of air conditioning, refrigeration and industrial heating equipment, tackled the job of planning and designing catalogs as a part of our over-all program—and today the results are starting to pay off. Deep in war work, our advertising and sales promotional efforts were in low gear. But "post-war" might come any day. And a quick inventory of things



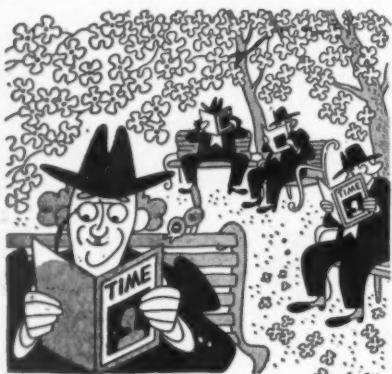
WORN on a LAPEL!

One of the strongest labor-management links is the appreciation shown by employers for loyal, conscientious workers. That appreciation takes tangible, attractive form in Robbins Service Awards.

Industries of all types report that a Robbins Service Award System stimulates pride, encourages constructive thinking, better workmanship, helps immeasurably to sustain high morale.

Robbins Service Awards are practical "pay checks" that repay employers in many beneficial ways. A representative will be happy to show you how they can help in your business. Estimates and design suggestions submitted without obligation.

The Robbins Co.
ATTLEBORO, MASSACHUSETTS
"IDEAS IN METAL"



It's time — in Washington

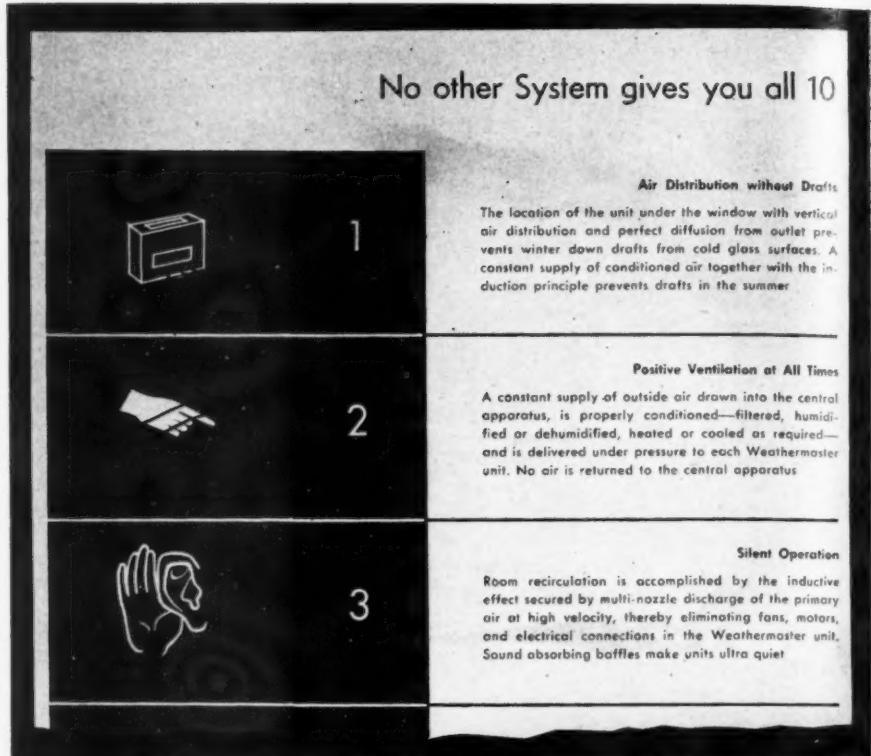
1. More key officials in Washington read TIME regularly than read any other magazine, however big its circulation.

2. The members of Congress vote TIME the most important U. S. magazine that carries advertising.

For further details write to

TIME

9 Rockefeller Plaza, New York 20, N. Y.



No other System gives you all 10

Air Distribution without Drafts

The location of the unit under the window with vertical air distribution and perfect diffusion from outlet prevents winter down drafts from cold glass surfaces. A constant supply of conditioned air together with the induction principle prevents drafts in the summer.

Positive Ventilation at All Times

A constant supply of outside air drawn into the central apparatus, is properly conditioned—filtered, humidified or dehumidified, heated or cooled as required—and is delivered under pressure to each Weathermaster unit. No air is returned to the central apparatus.

Silent Operation

Room recirculation is accomplished by the inductive effect secured by multi-nozzle discharge of the primary air at high velocity, thereby eliminating fans, motors, and electrical connections in the Weathermaster unit. Sound absorbing baffles make units ultra quiet.

IT TAKES TWO TYPES OF CATALOGS: Market catalogs (above) tell how Carrier "can increase the quantity and quality of your product." Product catalogs tell prospects quickly with picture-text what they want to know about equipment.

that needed to be done made us take our feet off the desk and get going—fast.

We built a basic plan against certain key objectives. Then resolved to do first things first, one job at a time. We slicked up our trade-mark and made it standard for all time. We adopted a distinctive Carrier Blue and made it a vital part of our advertising personality. Then we came to your friend and ours—the catalog.

One catalog wouldn't do in our case—that was evident. For this is a complex business, serving many markets with many types of equipment, each field requiring application techniques peculiar to itself. We needed a number of catalogs. But how many? Which markets were promotable? How should we slice our cake?

For three months we sweat it out. We talked to sales managers, research experts, field representatives. We studied trends and market potentials. A running account of our progress was kept on a big chart covering an entire wall. Across the top of this chart were listed the products we would build post-war. Down the left side were 39 industrial and 50 commercial markets where these products might be sold. As weeks went on, primary and secondary markets were chalked in.

Now we could begin to see the picture—which products might be grouped into lines for the sake of cataloging and which markets would

justify the cost of cultivation. Just as it was obvious that we needed not one catalog but many, it now became plain that these several catalogs should fall into two general types. So the idea of Product Catalogs and Market Catalogs was born.

Each Product Catalog, we decided, should dramatize a major line of equipment, provide information quickly and visually, and tell the reader what he wants to know in the shortest space of time—without asking him to wade through diatribes of words and lush self-praise.

We set a pattern then and we're following it still—right out the window . . . and successfully. The first spread of each catalog of this type carries a Selector Guide that permits quick, side-by-side comparison of all types of a given line—the differences in models, in uses, in horsepower. These "thumb-nail sketches" end in a large and readable page index, inviting the reader to turn the page for further information. Then follow page after page that tell the complete story of each model, with illustrations, dimensional views and physical data. After that, cut-away views that are keyed to the important selling features. Finally and modestly, the last spread tells how good we think we are—a straightforward manufacturing story under the standard heading "Built in the Carrier tradition of leadership."

Market Catalogs, on the other hand,

SALES MANAGEMENT

are built around a fundamentally different philosophy. Their purpose is to demonstrate our know-how in a given market—merely listing equipment, as such. But here, again, we have a standard pattern from which we never deviate—as free and clean of the usual hokum as the other type of catalog.

The opening pages of Market Catalogs tell why we "can increase the quantity and the quality of your product." Then comes another Selector Guide—this one of a different type. Under the standard caption "Here Carrier can serve you," it lists all the places in a given industry where our equipment can be profitably used, the proper conditions to be maintained in each, and what equipment is necessary for the individual problem. This information also ends in an index which refers to pages immediately following where complete information is found. Next, our plan provides for an equipment section which pictures all types of equipment we sell to the market addressed; pertinent information of a reference character designed to give our book long usefulness, and finally, our standard closing spread "Built in the Carrier tradition of leadership."

Both types of catalog are cross-referenced, one to another. If the prospect wants more details on a given item, he goes to a Product Catalog. If he wants more information on the applications of equipment in a particular field, he refers to the proper Market Catalog.

There is a standard cover design for each type of catalog, but the individuality of each catalog is preserved by a simple silhouette of the equipment on each Product Catalog, and a dramatic photograph on each Market Catalog—prize-winning photos that took months to assemble. The catalogs have their own color combinations, too. Product Catalogs are printed in Carrier Blue, black and rose; Market Catalogs in Carrier Blue, black, and olive. By changing the color on alternate spreads, we achieve a three-color effect



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at about the cost of two-color.

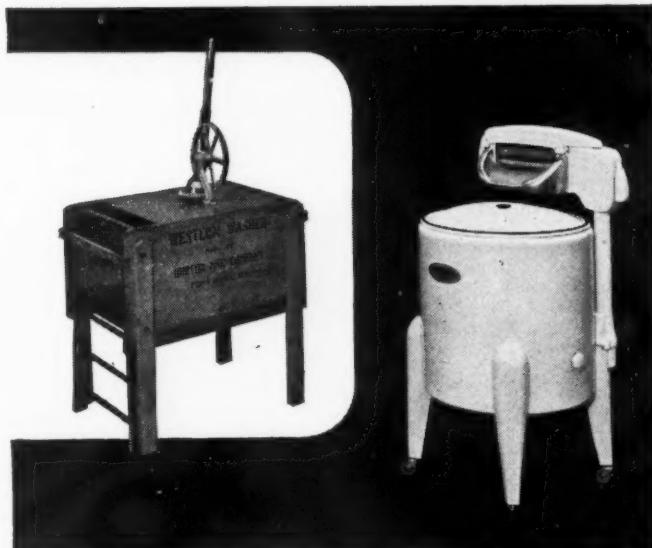
All 36 catalogs in the program were laid-out "in one sitting"—a long series of conferences with the key people involved in each. It was ambitious, but it paid off in closely-knit, well-integrated thinking from one problem to another. We had no preconceived ideas about how large a given catalog should be, but just worked "cut and fit" as we went along. As a result, some of the catalogs ran 12 pages, others as many as 40 pages.

After each catalog was "roughed out" in our advertising department, it

was turned over to one of the country's leading designers, who acts as our art director. He supervised the making of comprehensive layouts, the finished art work, and specified the typography—a detail, by the way, which we regard as of major importance to the appearance of the finished job.

Because good catalogs are expensive, we advise dealers and field officers to deliver them in person—never to mail them except in rare cases. And some sweet day, when things ease up a bit, we're going to feature them in our business paper advertising, too.

Washing Machines ARE BEING BUILT AGAIN!



The first commercially successful mechanical washing machine was built by Horton, in 1871.

The new streamlined "Diamond Jubilee" models are now being built for housewives throughout America.

- Home laundry equipment is being built in quantity in Fort Wayne today. Three quarters of a century ago Horton built the first successful washing machine ever built in America. Through the years Horton washers and ironers have attained national recognition—nationally advertised—nationally sold through regular long-established channels. In 1946—now featuring the "Diamond Jubilee" models. As one of the city's most dependable manufacturing plants—Horton employs about 400 workers.

The News-Sentinel is delivered by carrier every week day to 97.8% of all homes in Fort Wayne

The News-Sentinel
Fort Wayne's "Good Evening" Newspaper
FORT WAYNE, INDIANA

REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

You can Cover Fabulous NEW ORLEANS Completely

with the

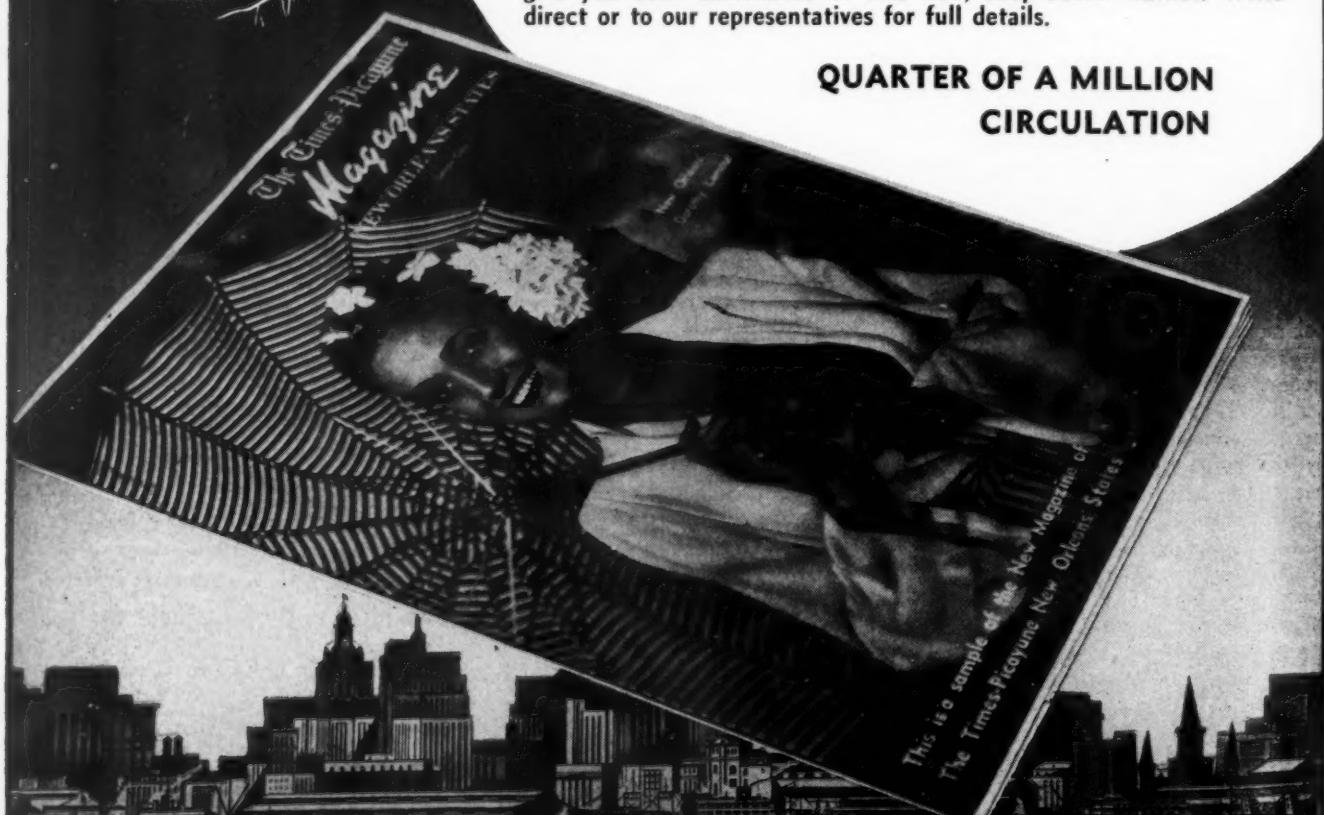
Times-Picayune New Orleans States New Color Gravure Magazine

As fabulous as the characters who have steeped New Orleans in romance is the New Orleans market of today,—Sugar Bowl of the nation, teeming with river traffic, center of expanded oil, gas and mineral activity, tourist mecca and Air Hub of the Americas.

And now here is a Sunday Supplement, localized for maximum appeal, reaching 96% of the New Orleans market . . . and no other major market for more than 360 miles! 32 to 64 pages in full color, spot color, duotone and monotone, beginning Sunday, May 5, 1946.

No other newspaper, no other magazine, no other supplement, can give you such dominance of this rich, deep-South market. Write direct or to our representatives for full details.

QUARTER OF A MILLION
CIRCULATION



REPRESENTATIVE:

JANN & KELLEY, INC.
NEW YORK • CHICAGO • DETROIT • ATLANTA • SAN FRANCISCO



No CHICKEN HAWK can see his farm better than the National Flying Farmers Club member taken up by *Capper's Farmer* to promote the organization.

Campaigns and Marketing

Flying Farmers

In the Middlewestern States farmers are taking to the air about as rapidly as they can obtain planes, according to *Capper's Farmer*. And *Capper's Farmer* has been carrying articles telling what they do with their planes, what kinds of planes will be available, and also helping promote the organization of the National Flying Farmers Club. The publication has now acquired a plane of its own, similar to those used by many of its subscribers, which will be used for both editors and advertising salesmen working out of the home office.

Another announcement, from the *Prairie Farmer* and radio station WLS, Chicago, proclaims a field day for Middlewestern Flying Farmers and their associates, Flying Business Men, August 1, 1946, at Purdue University. The day is planned as a time when members of the Flying Farmer's Club, newly organized by the farm paper and radio station, can meet with manufacturers and distributors of small personal planes to discuss changes and improvements in design to make planes better suited to the farmers' needs. Plane manufacturers invited include Aeronca, Piper Cub, Stinson, Ercoupe, Belanca.

Telling Time Again

The Elgin National Watch Company's advertising campaign heralding the return of Elgin watches to retail jewelry stores is announced by Gordon Howard, advertising manager.

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During the war, the only Elgins available were a few released to the trade from time to time from a small inventory on a strict quota basis.

The first four-color advertisements scheduled since 1942 feature a painting of a girl graduate by Gladys Rockmore Davis, contemporary American artist, and will break in the rotogravure sections of Sunday newspapers (April 17) in 21 cities, sounding the theme "Elgins Again." Circulation for this advertisement is estimated at 10,000,000.

It will appear also in the April and May issues of *The American Weekly*,

Life, *Collier's*, *The Saturday Evening Post*, *Look*, *Esquire*, and *Holiday*, with an estimated total circulation of over 14,000,000.

Besides the send-off rotogravure section advertising, there will be 24-sheet posters in principal cities from coast-to-coast with the legend "Elgins Again."

Jewelers are being supplied with a portfolio of special sales promotional aids to tie in with the national advertising, Mr. Howard states. "Opportunity Knocks Again" is the title of the kit, which contains 18 dealer advertisements, a counter or window display card, window streamer, suggested radio announcements and copy for direct mailing pieces.

Royal Winner

A 3-dimensional advertisement for U. S. Royal Tires, first sign of its type to be displayed in a Detroit railroad station, is winner of the 1946 gold medal award for poster art presented by the Art Directors Club of New York. Of the 6,600 entries submitted for the club's 25th Annual Exhibition of Advertising and Editorial Art held in Rockefeller Center, 293 were accepted for showing. Harold D. Tannar, art director of the McArthur Advertising Studios, Inc., who designed the sign, received the award, one of the only seven presented. This type of display poster in perspective was first used less than two years ago in the Grand Central Terminal in New York City, later in Washington Union Station. Original of Mr. Tannar's U. S. Rubber Co. winner is in the Michigan Central Terminal, Detroit, where it is seen by 75,000 people daily.



THREE DIMENSIONS capture kudos for U. S. Rubber Co. and Harold D. Tannar, McArthur Advertising Studios art director, designer of award winning poster.

Sportfolio

A REFRESHINGLY
DIFFERENT

NEW DIGEST IN THE SPORTS FIELD!

HAVEN'T YOU WISHED that someone would collect the very best work of outstanding sports-writers from all over the nation and offer this sparkling material in a format studded with exciting action pictures?

"MANI!" exclaimed the first space-buyer to whom we put that question, "I'd not only put it on schedules, I'D ALSO READ IT!" That's exactly what we have in

Sportfolio

Trademark Registered

The Illustrated All Sports Digest

• • • POCKET SIZE

ON THE NEWSSTANDS FOR JUNE

YES, WE'LL ACCEPT ADVERTISING. A limited volume, under top-policy restrictions, with first preference for advertisers in other Jacobs Sports Magazines.

TO MODIFY PROMOTIONAL COST, a low Charter-Advertiser rate is being offered on the first three issues. Units for these issues will be restricted to full pages. Guarantee will be 50,000—temporary page rate will be \$275, one time—\$250 on three-time orders. After the third issue, rates will be adjusted to sales. First-issue advertisers will receive a 10% discount on all subsequent space used within 12 months.

WIRE TODAY FOR AN ADVANCE COPY. OR, BETTER: WIRE YOUR RESERVATION!

JACOBS

SPORTS MAGAZINES

343 S. Dearborn, Chicago 4, Ill.

Publishers of the AMERICAN LAWN TENNIS and AIM—for American Industrial Manpower

Attention—Uncle Sam

"Thousands of American Children Will Die Needlessly Unless You, Your Senator, Your Congressman Act NOW!" is the slogan for a campaign sponsored by *Parents' Magazine*. Designed to enact legislation bearing on the child health of the Nation, the advertisement was run recently in *The New York Times* and the *Washington Post*, and is offered by the magazine to newspapers, for local sponsorship, in other cities throughout the United States.

Illustrated by Rollin Kirby, the advertisement states that "Millions of children, today, in this country, are growing up suffering needlessly from physical, mental or emotional handicaps," and urges the public to see that prompt federal legislation is passed to aid the States in taking the best possible care of their child health and welfare problems.

Included in the copy are estimates gathered from the U. S. Children's Bureau which factually indicate the problem *Parents' Magazine* urges be solved by adequate legislation. Among facts mentioned, are these: "20,000 crippled children, now on State registers, cannot get help because services or money are lacking; one doctor can manage to serve 1,500—but 553 counties have one doctor to 3,000 or more people. Eighty-one counties have no practicing physician at all; 956 have no public health nurses. Orphans of servicemen who died in World War II comprise 60,000 of the 4,000,000 children who have lost one or both parents in this country."

Phenix Pabst-ett

The 1946 advertising campaign is announced for the Phenix Pabst-ett Co. by J. W. Printer, vice-president and general manager. Pabst-ett and the complete Phenix line will be backed by advertising schedules in *The American Weekly*, leading national magazines, daily newspapers, and on the radio. *The American Weekly* will carry full page, four-color advertisements in addition to a schedule in black and white. The full page color copy will feature Pabst-ett recipes.

National magazines with schedules for black and white advertisements throughout the year include *The Ladies' Home Journal*, *The Woman's Home Companion*, *Parents' Magazine*, *Family Circle*, *Western Family*, and *Woman's Day*, with a combined total circulation of 12,918,000.

Daily newspapers in selected market areas will carry regular schedules in black and white.

The radio campaign will use "The Great Gildersleeve." Also, Pabst-ett and the Phenix line will take broadcast spots at regular intervals throughout the year.

The merchandising campaign is to be rounded out with new display material, recipe folders and a broadside detailing the campaign to dealers.

Warrior's Records

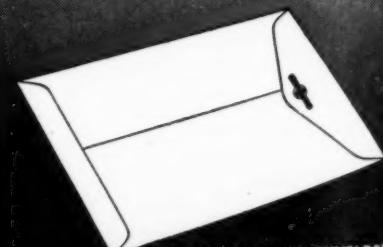
When former Prime Minister Winston Churchill left for England last month he took along at least one American-manufactured product that will make the British statesman's job of dictating his memoirs easier.

According to representatives of the SoundScriber Corp., its plant in New Haven, Conn., rushed to have Mr. Churchill's order of two electronic recording machines ready for shipment when the Queen Mary sailed. Accompanying the recording apparatus were 1,000 unbreakable "Vinylite" wafer-thin plastic disks—enough to take down 250,000 to 300,000 words of the story of Mr. Churchill's life.

Only seven inches in diameter and one one-hundredth of an inch thick, the 1,000 records Mr. Churchill purchased can be filed in 10 inches of space. Made of "Vinylite" plastic



Better Envelopes
for Every Business Use



METAL CLASP ENVELOPE
FOR MAILING, PACKAGING, FILING

TENSION ENVELOPE CORP.

FIVE FACTORIES
SELLING DIRECT TO THE USER

New York 14, N. Y. • Minneapolis 15, Minn.
St. Louis 3, Mo. • Des Moines 14, Iowa
• Kansas City 8, Mo.

SALES MANAGEMENT

rigid sheet, the disks cannot be damaged by bending or dropping and can be played back as many as 100 times. While recording, a diamond-tipped stylus embosses 200 grooves to the inch, taking 15 minutes of dictation on each side of the record.

When Mr. Churchill pointed out that he never dictated while seated, he was assured that the equipment would be augmented with lapel microphones to allow freedom of action within an 18-foot radius. To remind Mr. Churchill to change the disks, his apparatus is also equipped with a loud buzzer—which, unfortunately, does not applaud.

Spice for Father's Day

For Father's Day promotion of Early American Spice for Men, Shulton, Inc., is distributing actual reproductions of 19th century museum pieces from the New York Historical Society's Americana Collection. Three-unit displays are being prepared for drug and department store windows. An authentic early American shop front with Old Spice wares in its window is tied in to Father's Day with the figure of a



AUTHENTIC 18th century store front promotes Old Spice for Father's Day, 1946.

sailor and the picture of an old square-rigger, plus the slogan: "Dad's Ship Is In, Father's Day June 16." The slogan-bearing swag is detachable so that the display is practical for year-round use. Shulton, Inc., is making these advertisements available country-wide through its branches to all dealers after May 1, 1946. The firm plans to promote Father's Day sales with full color advertisements in the following large circulation national magazines: *Collier's*, *Esquire*, *Life*, *The National Geographic Magazine*, *Newsweek*, *The New Yorker*, *The Saturday Evening Post*, and *This Week Magazine*, and in black and white in *The Christian Science Monitor*.

APRIL 15, 1946



9 out of 10

**NEW YORK ADULTS RIDE
THE NEW YORK SUBWAYS**

COVERAGE: 89% of adults ride

EXPOSURE: 23 minutes per ride

REPETITION: 26 rides a month

COLOR: All you want

... this is subway advertising!
CAR CARDS • STATION POSTERS



NEW YORK SUBWAYS

Advertising Company, Inc.

Member of NATA

630 Fifth Ave., New York 20, N. Y. - 410 N. Michigan Ave., Chicago 11, Ill.



Based on an interview
by Etna M. Kelley with

B E R T
C A R P E N T E R

*Promotion Manager
Dorothy Gray, Ltd.
New York City*

"THE RIGHT LOOK FOR SUNSHINE." It's the keynote for a retail merchandising link-up. This highly-stylized version of the famous Florida bird sets the pattern to sell higher-price items.

Dorothy Gray "Flamingo" Campaign Links Cosmetics and Fashion

It's a national promotion tie-in for make-up and play clothes to match that summer suntan. Test previews in four Florida cities indicate the sales potency of a colorful name to describe a hard-to-describe color—coral. This program breaks in 50 key cities.

FLAMINGO and Suntan," a national promotion to be launched in May by Dorothy Gray, Ltd., should be responsible for a large volume of sales of sunburn cream, lipstick, and nail polish this summer. It should also result in brisk sales of specially created Flamingo bathing suits, play clothes, and piece goods.

This prediction is based on results achieved from February 17th previews of the promotion at Burdine's in Miami, Miami Beach, and West Palm

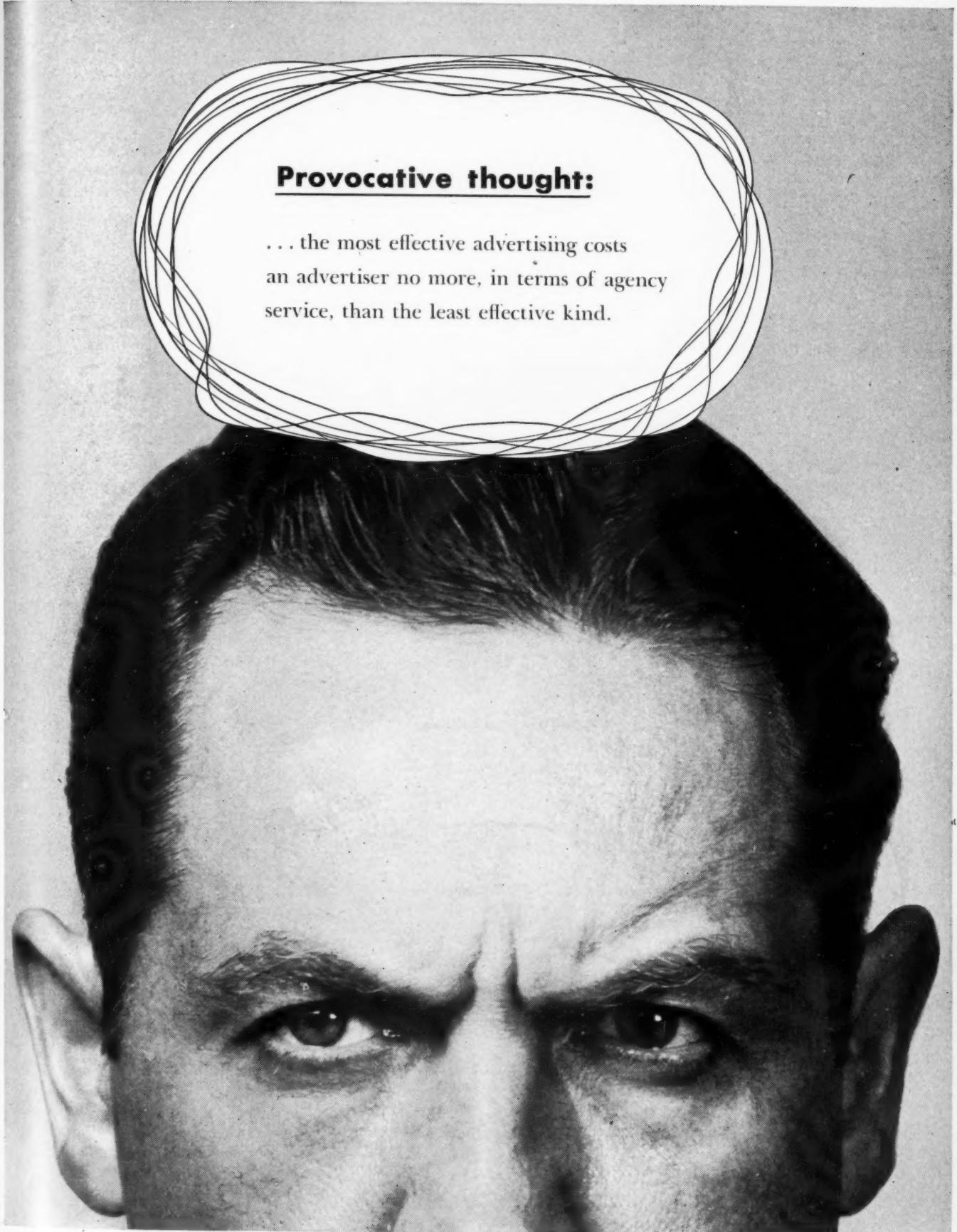
Beach; and at Bullock's, Palm Springs, Calif.

Dorothy Gray's objective in conducting the campaign is to induce women to buy—by telling them how to acquire a suntan that is becoming: what the company in its advertising calls "The Right Look for Sunshine," through complementing a tanned skin with a bright new make-up especially created for sunburned faces and colorful new sportswear fabrics.

The cosmetics—Sunburn Cream, Flamingo Lipstick and Nail Polish—

are being packaged together in a novel manner. The assortment will be displayed and advertised in 50 key department stores, with the promotion timed to break on May 26. The principals, in addition to the originator, Dorothy Gray, are Cole of California, who is producing two bathing suits and a matching cabana skirt, and California Authentics, producers of the printed fabric from which the suits and skirt are made and of the piece goods to be offered as long as supplies last.

The idea for this lively promotion originated when Charlotte Luckie, Fashion Director of Burdine's in Miami, brought a sample of a gay, coral-colored fabric to Bert Carpenter of Dorothy Gray sometime last August. This fabric, she said, would



Provocative thought:

... the most effective advertising costs
an advertiser no more, in terms of agency
service, than the least effective kind.

YOUNG & RUBICAM, INC. ADVERTISING
New York, Chicago, Detroit, San Francisco, Hollywood, Montreal, Toronto, Mexico City, London

APRIL 15, 1946

[141]

be the basis of their major color promotion for the 1946 Winter season. Since coral has never been popular as a name for a cosmetic color, Mr. Carpenter suggested pegging the fabric to a character—Florida's own bird, the Flamingo, colorful and so characteristic of the famous Hialeah race track and of Miami itself.

It was decided to adopt the Flamingo as a peg for the joint promotion, but in a highly stylized version—since the motif had been overworked as a symbol for low-price merchandise in some Florida stores.

First step in preparing for the cam-

paign was the development of a special cosmetic package, decorated with an amusing color drawing of a glamorous Lady Flamingo powdering her nose as she sits on a big seashell on the beach. Joseph Leibow, the illustrator, made the drawing which was then taken to California by Mr. Carpenter who arranged with California Authentics and Margit Fellini of Cole of California to adapt it to fabric design. McCampbell & Co., New York City, was induced to "scrape the bottom of the barrel" to provide Brighton fabric, which was printed by California Authentics. That firm, in turn, furnished

the gaily decorated print to Cole of California, who created the bathing suits and play clothes.

The promotion will be at its peak in June when full-page color advertisements featuring Dorothy Gray's "Flamingo and Suntan" cosmetics will appear in 10 leading women's magazines. These advertisements will also illustrate the Cole of California bathing suits. Full-page copy and layouts, as well as 400-line newspaper mats, have been prepared for participating stores, which will run cooperative newspaper advertising. Copy, which is kept to a minimum, is in a light vein. A colorful illustration by Charles Gilbert, showing a fanciful Flamingo wearing clogs and sunglasses, dominates the space used. The Dorothy Gray slogan, "The Right Look for Sunshine," will be given prominence in all insertions.

POINTERS

PER CAPITA SALES IN
PXs SHOW BIG INCREASE

ARMY REOPENS SCHOOL TO
TRAIN 600 NEW PX OFFICERS

PXs ABROAD TO SELL AMERICAN
GOODS TO ARMY FAMILIES

MORE LEADING MANUFACTURERS CULTIVATE PX BUSINESS

PX AND SHIP'S SERVICE ONLY CONVENIENT STORE FOR MILLIONS IN SERVICE

ON A PERMANENT MARKET

The Army's opening of its school at Ft. Oglethorpe for the purpose of training 600 new Exchange officers is proof positive that the PX is here to stay.

Though the Army has been reduced in numbers, the per capita sales of PXs in this country have increased many times; evidence that the volume in this field will remain an important one.

The number of concerns who have begun or resumed advertising in POST EXCHANGE since V-J Day testifies to the peacetime value of this market measured not only in immediate prof-

its but also in terms of future sales. The young people who shop at PXs and Ship's Service Stores have a lifetime of buying ahead of them—and only one convenient source of supply while they are in the Services.

If you are interested in how your merchandise can be made available to the millions in this important market, write us today. As publishers of the leading magazine read by the buyers in the PX market, we may be able to assist you in your plans to get your share of this desirable business.

POST EXCHANGE

ARMY • NAVY • MARINES • MERCHANT MARINE

Main Office—292 Madison Ave., New York 17, N. Y.

HARLEY L. WARD, Inc. WALTER W. MEIKS SIMPSON REILLY, Ltd. SIMPSON-REILLY, Ltd. FRED WRIGHT CO. DUNCAN MACPHERSON
300 N. Michigan Ave. 101 Marietta Garfield Building Russ Building 915 Olive Street 700 So. Washington Sq.
CHICAGO 1, ILLINOIS ATLANTA 3, GA. LOS ANGELES 14, CAL. ST. LOUIS 1, MO. PHILADELPHIA 6, PA.

High-Fashion Swim Suits

The two bathing suits featured in the promotion are both high-fashion. There is a one-piece version with shirred elastic back and a two-piece suit with shorts designed to give a wrap-around effect. The matching cabana skirt transforms either of the suits into a gay lounge-type play costume. Wholesale prices are: bathing suits, \$7.75; cabana skirt, \$5.75.

Deliveries of the cosmetics, bathing suits and piece goods are promised by the manufacturers in time to meet newspaper advertising schedules of May 26, which immediately precedes the breaking date of the national magazine advertising. Among important stores participating in the promotion are: Bonwit Teller, New York City; Bullock's, Los Angeles; Carson, Pirie, Scott, Chicago; Rich's, Atlanta; and Filene's, Boston.

Plans for the summer campaign are based partly on the test previews made in the winter resorts, both of which were highly successful.

The February 17th preview at Bullock's Palm Spring (California Shop) resulted in sales equaling the largest volume ever attained by that store in a similar period of time.

The Burdine's preview at Miami was scheduled to coincide with Flamingo Week at Hialeah Park, at the height of the racing season ending on Flamingo Day, the day of the great Flamingo Handicap. The cooperation of Eastern Airlines was enlisted, and six of the line's stewardesses, trained in the New York Salon of Dorothy Gray, acted as models at the fashion show and distributed samples of the Flamingo lipstick in Burdine's Tea Room. (10,000 were distributed during the week.) Ticket purchases for



FOR GREATER SERVICE TO THE INDUSTRY...

"Dedicated to Service"—the watchword of the new **MINING WORLD!** This greater production journal, result of the consolidation of the two outstanding western mining publications, is devoted to promoting improvement in the industry... men, methods and equipment.

Advertisers to this growing market—Non-ferrous Metal Mining—will want to take advantage of the advertising extras offered by this superior magazine.

New **MINING WORLD**... edited and published in San Francisco. Centrally located to mining activity throughout the western hemisphere. One journal with the editorial and reader coverage of two! First issue of the new **MINING WORLD** appears in May!



A MILLER FREEMAN PUBLICATION

APRIL 15, 1946

[143]

the fashion show were on so large a scale that Burdine's rented the Sheridan Theatre at Miami Beach to accommodate the crowd. The airplane which transported the Eastern Air Lines hostesses to Miami was named "The Flamingo Flyer." Other passengers, invited by Dorothy Gray to attend the preview, were Dorothy Hay Thompson, Beauty Editor of *Harper's Bazaar*; Betsy Talbot Blackwell, Editor-in-Chief of *Mademoiselle*; Prunella Wood, Fashion Editor of King Features; and Vyvyan Donner, of Fox Movietone News which photographed

the fashion show. Photographs of the departure of these women were sent by wirephoto to Miami, for publication in local newspapers before their arrival. On the following day a press party for the visitors was staged by Burdine's, who chartered a yacht and took the group to the famous Quarterdeck Club in the Keys for luncheon.

Meanwhile, Burdine's had done a thorough job of arousing interest in the promotion, and especially in the fashion show. An amusingly illustrated broadside in three colors had been mailed to all of Burdine's charge-

account customers to announce the events of the week. Beautiful window and interior displays of Flamingo garments and the Dorothy Gray cosmetic package were on view in all three of the Burdine stores. Special tags with the amusing Flamingo motif were attached to all garments and accessories; the tags also recommended the use of Dorothy Gray Flamingo make-up and Sunburn Cream.

Though only California Authentics and Cole of California are included as official sponsors for this promotion for Dorothy Gray, the Burdine fashion show included many other manufacturers who created special merchandise for the event. There were shower coats of Vinylite plastic and a Duchess Royal shower coat of Cohama's Elkskin; Flamingo shirts of Cohama's Shantussa, made by the California Shirt Company; Customcraft and Pandora shoes of Vinylite; Flamingo handbags by Jana, Coblenz, and Styleart; and Flamingo hats by G. Howard Hodge. At every opportunity, stylized versions of the crazy Flamingo drawing were used throughout the week to promote the sale of ready-to-wear items and accessories. Retail sales at the Dorothy Gray counter broke all records for a color promotion.

The pattern followed by the 50 key stores featuring the cosmetics and beach wear this summer will most likely vary widely and it is doubtful that any store will adopt the showman-like methods characterizing the Burdine promotion. But all should benefit from the testing conducted in the resort stores. Their successful campaigns proved that a color, even though it has an unpopular name (as coral is believed to have, in cosmetic circles), can be dramatized and used as the spearhead of a promotion which moves merchandise.



St. Paul Covers Half the 9th Largest Market!

- Nearly 800,000 population (1940 Census) with more than \$1,000,000,000 effective annual buying income makes St. Paul-Minneapolis the 9th largest market in the United States.

The St. Paul half is covered only by the St. Paul Dispatch-Pioneer Press with 160,998 combined city zone circulation. No other daily newspaper has even as much as 10% coverage of St. Paul families.



ST. PAUL DISPATCH - PIONEER PRESS
SAINT PAUL, MINNESOTA

RIDDER-JOHNS, INC.—National Representatives
NEW YORK CHICAGO ST. PAUL
342 Madison Ave. Wrigley Bldg. Dispatch Bldg.





"Quite a few orders from IOWA this morning, eh, Miss Printwhistle?"

Sales opportunities in Iowa are mounting fast; so are the advertising opportunities you need in order to take advantage of this fact. Right now, for example, the consumer coverage represented by the Des Moines Sunday Register stands at better than 70% of the state's urban families. And its coverage of retailers and wholesalers is at the same high level. Thus in Iowa the market and the means to profit from it are ready for you today. Take advantage of them . . . today!

**THE DES MOINES
REGISTER AND TRIBUNE
covering Metropolitan Iowa**

**A STATE-WIDE URBAN MARKET RANKING
AMONG AMERICA'S FIRST 20 CITIES**

Nationally represented by Osborn, Scolaro, Meeker & Co., New York, Chicago, Detroit, Philadelphia

Today's Seven Challenges To Sales Managers

(Continued from page 40)

richest territory and the greatest sales opportunity.

Until the sales manager has the facilities for evaluating salesmen's performance in terms of market opportunity, he is not equipped with the most basic of all factual management tools for managing his sales force.

Sales forecasting is a job not for the accounting mind, but rather for the statistical and economic mind. It is not probable that the sales manager himself has either the talent or the time to do the job himself. But he can take over the responsibility and equip his staff or secure the aid of specialists

in setting up the forecasting function in his own business.

Challenge No. 7—*The Decline in Salesman's Morale*

In many lines of business, the morale of the field selling staff has taken a distinct nose-dive. As they say in Kansas, their "daubers are down!" They are bewitched and bewildered.

The decline, on a wide front, of the *esprit de corps* of salesmen is due primarily to their having nothing important to do!

Merchandise isn't coming off the production lines as rapidly as expected, due to strikes, OPA delays, over-optimistic production plans and numerous other unpredictable causes. There is nothing to sell—and salesmen are in the dumps and doldrums about the matter, because they realize that no company is going to keep them on the payroll indefinitely unless there is something for them to do.

Revive Sleeping Products

You may not have a "sleeping" product which you can revive, but you can give your salesmen a program, an objective, something to do that is constructive and important—and make it clear that the task is important.

One of our client companies met this challenge with excellent results. Of 800 models in their line, some could not be delivered for at least two years. Others called for deliveries of from six months to one year. No company can hold together a sales force on such delivery.

The sales department sat down with the production department, worked out a plan whereby the smallest item in the line—a product requiring the least labor and material—would be built in whatever quantities the sales department required. A sales training course was built around this one product. The plan was launched. Everywhere, the field sales force greeted it with enthusiasm. It provided something definite to do, a specific piece of merchandise they could sell and deliver. Morale is up to par or better—the old men are earning money and there is enough production to enable a few new men to be added. It all grew out of a definite program and a little common-sense cooperation between production and sales.

The sales manager cannot ignore these situations in his own company. He cannot let these challenges go unaccepted. He has a responsibility to himself, to his men, to his company—to recognize the issues early, to see them clearly, and to take steps to meet the challenges promptly.



Your advertising, through Nashville's two great newspapers, reaches

ONE-THIRD OF TENNESSEE

Nashville City Zone Population	257,726
Nashville Market Population	920,843

**The Nashville Tennessean—
Nashville Banner give**

95% Home-Delivered Coverage in the City Zone
41% Daily Coverage (average) in Retail Trading Zone
32% Sunday Coverage (average) in Retail Trading Zone

Place your schedule in Nashville where intelligent planning and effective merchandising count.

Nashville Banner

EVENING

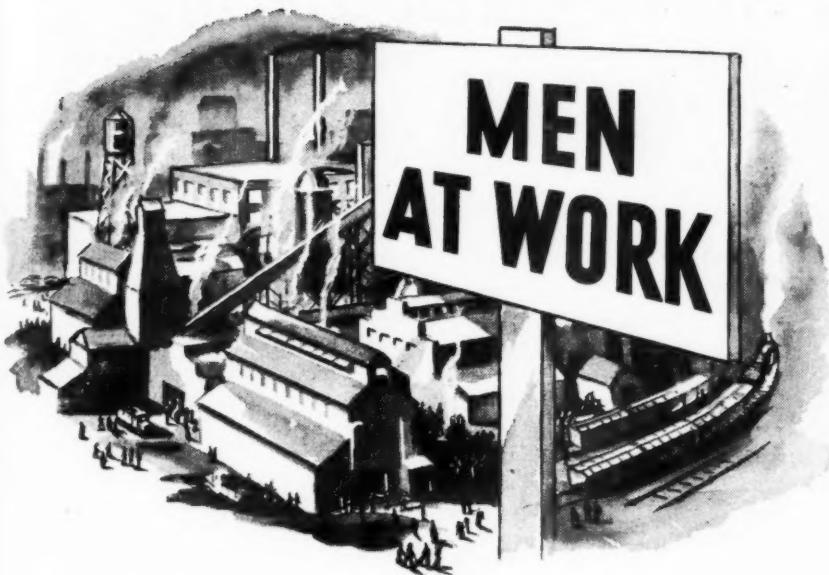
NEWSPAPER PRINTING CORPORATION, AGENT

Represented by The Branham Company

The Nashville Tennessean

MORNING

SUNDAY



More than one million strong — in Detroit! They're working full-time and over-time . . . producing the millions of cars America is waiting for . . . drawing the largest individual pay-checks in America, totaling over 55 million dollars weekly! How much of that would you like spent on *your* products? To get your share, get your sales message into 400,000 *Detroit homes*, through The Detroit News . . . the paper with the largest ABC-recognized home-delivered circulation in America . . . *first* in circulation and in advertising in the great Detroit market, where savings have mounted at the rate of \$1,500,000 weekly since January 1st!

*Largest Trading Area Circulation, Weekdays
and Sundays, of Any Detroit Newspaper*

DETROITERS TAKE THEIR
BUYING CUES FROM . . .

OWNER AND OPERATOR OF RADIO STATIONS WWJ AND WENA



DAN A. CARROLL, 110 E. 42nd St., New York 17

J. E. LUTZ, Tribune Tower, Chicago 11

How to Pay Ex-Servicemen Taking On-the-Job Sales Training

How does the Veterans Administration compute subsistence allowances? What is a trainee's wage? What is a journey-man's income? SM asked companies operating nationally to outline their plans.

BY JOHN H. CALDWELL

HOW do you compute the earnings of ex-servicemen taking on-the-job* training for sales positions?

To take some of the confusion out of this subject, SALES MANAGEMENT asked concerns in widely-differing fields to outline their payment methods.

First, what does the employer pay? How does he set the starting rate for trainees, raise the trainees' income during training, handle quotas, commissions and bonuses, and determine the salary or rate of income he pays a journey-man (trained salesman)?

Then, how does the employer report his payments to trainees to the Veterans Administration, and how does the VA compute the amount of subsistence payment to single and married men (or with dependents) under Public Law 346 (for able-bodied) and Public Law 16 (for disabled veterans)?

No Gravy Money

At the outset, it should be borne in mind that this on-the-job training is not a device for employers to obtain "cheap labor," nor is it a method to pay ex-servicemen more than they are worth, or "gravy money" as it is mistakenly called.

These subsistence payments from the VA simply are ways for the people through their government to help ex-servicemen catch up on training that they normally would have had if they had been able to stay at home since 1940. In other words, if they had not been away from their regular jobs in the service of their country, they would have started at trainees' earnings and by now have established themselves in regular jobs paying appropriate salaries or incomes. It would be grossly unfair for a veteran of age 26 to start now at a trainee's salary that would have been appropriate at age 23. Yet, to a business,

the veteran is only worth a trainee's salary now. So it is presumed that employers will pay a normal trainee's salary and the government tries to approximate a trained man's income with these subsistence payments while the veteran is undergoing training.

Long before there was an Veterans Administration on-the-job training program, Eastern Air Lines, Inc., New York City, had an extensive program of its own for training agents (salesmen) and employes for

At the end of Eastern's 18-month training program, each agent, veteran or non-veteran, is paid a straight salary of \$235 per month. This is Eastern's minimum salary for a trained salesman. This is the salary that Eastern reported to the Veterans Administration as the objective salary.

Through the first 12 months, Eastern pays each agent in training a straight salary of \$150 per month. If the trainee is a non-veteran his salary is \$150 per month. If the trainee is an ex-serviceman his salary, too, is \$150. But, each month, Eastern reports to the regional office of the Veterans Administration that it has paid its agent \$150. If the veteran is single, the VA will send him a check for \$65, the maximum subsistence allowed to a single veteran. If he is



SURPLUS SALESMEN: New York's Mayor O'Dwyer (left) opens Modell's Veterans Training Center. It provides six months' retail store training.

many other kinds of jobs. This detailed training program is for both ex-servicemen and non-servicemen alike. It's the same training, length of course, starting salary and the same objective salary now as before the G.I. Bill of Rights. The subsistence paid to veterans by the Veterans Administration who are undergoing this training is considered a matter solely between the Government and the veteran. The only change Eastern has made in its plan is to get it certified by the approving authorities in 22 states so that veterans could draw federal subsistence allowance while in training.

married, the VA will send the veteran a subsistence check for \$85. Why only \$85, and not \$90, the maximum allowed for a married veteran? The objective salary for a trained salesman is \$235 per month. Eastern's trainee's salary is \$150. The Veterans Administration's \$85 brings the total to \$235. If the VA were to pay the full \$90 the veteran's income would be \$240, or \$5 more than the salary set for a trained salesman, veteran or non-veteran.

In the 13th to 18th month of training, Eastern pays all trainee-agents a straight salary of \$160 per month. This means the single veteran con-

*See Current Facts About On-the-Job Sales Training for Veterans, SM, P. 128, Oct. 15, 1945.

tinues to get the full \$65 from the Veterans Administration since his total income from both sources is \$225 per month, or still \$10 under the salary of a trained salesman. But, Eastern's \$10 boost means that the married man will get \$10 less from the Veterans Administration. His income will be \$160 from Eastern, \$75 from the Government, for a total of \$235, the full price for a trained man.

Eastern's program is certified in the state of New York and in 21 other states in which Eastern operates. It operates under Public Law 346, which is mainly for training able-bodied veterans. The law provides that each state has the authority to approve training programs and to set standards for payment and training.

State Rules Differ

Up to the present, New York state will not approve of any training plan calling for payment of salesmen (or others) on straight commission, drawing account or bonus. Each employer must set in advance a definite minimum amount which he will pay to the salesman every pay period throughout the training. Above this fixed, minimum amount, the employer is free to work out any method of compensation he chooses. Since each state sets the rules for payment, these rules differ from state to state. In Virginia, for example, an employer can pay straight commission, nothing guaranteed as a minimum.

Autographic Register Co., Hoboken, N. J., always has trained salesmen to sell and design continuous business forms. Like many companies, Autographic pays salesmen a combination of salary plus commission on a quota arrangement.

When Autographic began to train veterans, it put its veteran-trainees on a straight salary. Based on its previous experience, Autographic found that a trained salesman was worth a minimum of \$250 per month and that it takes 12 months to train a man.

So this \$250 per month is the objective salary reported to the Veterans Administration. In the first month the trainee is paid \$135. For the next two months the trainee is put on at \$35 per week (\$151.50 per month), at the fourth month he goes to \$40 per week (\$173.33 per month) and at the 11th month gets \$45 per week (\$195.00 per month). As the amount Autographic pays goes up, the amount the Veterans Administration pays comes down, because the veteran's income from Autographic and the VA cannot exceed the established income for a trained salesmen—in this case \$250 per month.

APRIL 15, 1946



one track minds... available for your track!

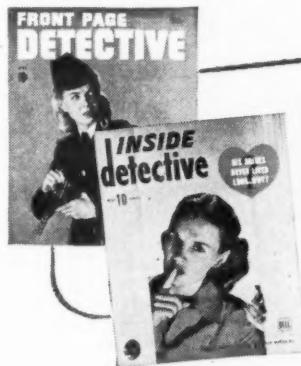
Ever meet a guy with a Habit? He's in a groove, in a rut, on a track . . . and you're pretty sure of what he's going to do.

Be kinda nice to put a notion in his noodle, eh, about how good *your* goods are? Then not only have you got *him* sold, he's practically your unhired salesman.

That's what advertisers in Dell Detective Group are finding out.

Dell Detective Group has a whole market of guys with a Habit of reading *fact*-detective matter. Such men aren't interested in general magazines. Nor do they go for news magazines. Thus Dell presents you with a vast male market scarcely to be reached in any other way.

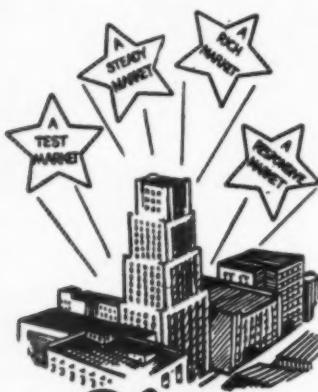
Advertisers who hope to cover their market effectively and economically have a wedge and sledge hammer opening in Dell Detective Group. Our representatives will be glad to answer any of your questions.



DELL Detective Group Human Interest Stories with a punch

DELL PUBLISHING CO., INC.
149 Madison Ave., New York 16

CLUES TO THE DELL MARKET . . . Median age of reader, 35.8 . . . median income \$2,950 . . . 3.4 persons per family . . . 77.8% are married . . . 37.3% own their own homes . . . Dell Detective Group leads the field in lineage and circulation.



Akron AN ALL-STAR MARKET

Looking for a good test market—a steady, rich, responsive market? You need look no farther; Akron offers all four qualifications! And best of all, there is a sure, economical way to reach this market—through the Beacon Journal, Akron's only daily and Sunday newspaper.

In the Akron Market there are 117,526 occupied dwelling units. The daily circulation of the Beacon Journal in the Akron City and Retail Trading Zones is 117,785. You can't beat that kind of coverage.

When planning your next sales promotion, remember this unbeatable combination: Akron, the All-Star Market . . . Beacon Journal, the ideal medium.

AKRON
BEACON
JOURNAL

JOHN S. KNIGHT, Publisher

Represented by:

STORY, BROOKS & FINLEY

New York Philadelphia Chicago
Cleveland Los Angeles Atlanta

As a guide to judging the veteran-trainees' progress, Autographic has set a quota that any salesman in training, whether or not a veteran, would normally be expected to meet to earn the income being paid to him. If a veteran-trainee fails to meet this quota for three successive months, Autographic puts the man in another territory or under another supervisor. If he still fails to produce, it is likely that he won't make a good salesman for the company, and he probably will be dropped from sales training. On the other hand, if the trainee proves to be a hot shot salesman, the company can put him on a regular commission basis, and, of course, take him entirely off the training program.

The one-the-job training program of the Mutual Life Insurance Company of New York is the same for ex-servicemen as it is for any one else whom the company trains under its "Incentive Earnings Plan" for financing new field underwriters.

Two Years' Training

Mutual's training program for both veteran and non-veteran alike is two years long and throughout the period each trainee is a full employee of the company. At the end of the two-year training program, Mutual expects all its trainees to be capable of earning a minimum of \$4000. This \$4000 income is called the journey-man's earnings when applied to veterans. This is \$333.33 per month.

All Mutual trainees start at a fixed minimum salary that can range from \$30 per week, then in \$5 jumps, up to a maximum of \$65. Each trainee submits a budget of his necessary minimum expenses. This, together with his aptitude (which is tested), his experience, and general considerations determine the starting salary.

Suppose a veteran starts at \$40 per week, or \$173.33 per month. The minimum income he is being trained for is \$333.33 per month. On this basis, the single veteran would get the maximum \$65 and the married veteran the maximum \$90 subsistence monthly from the VA.

The veteran-trainee is kept on a flat salary during the first four weeks (The non-veteran trainee is on straight salary two weeks). Then, beginning with the fifth week, the trainee is on an incentive and service fee basis. The agent who starts at the \$40 rate is paid 25c for each contact, 60c for each fact-finding interview, \$2.80 for the first planned closing interview, and so on. Then, he may be given a certain amount of old business on which to render service. For

this, the trainee can receive up to \$10 per week.

The total of fees earned during a month is reported to the VA as the trainee's compensation for the period. This compensation may vary from month to month, depending upon the extent and effectiveness of the trainee's work.

Under the terms of the approved trainee program, however, each veteran-trainee must reach certain earned income objectives during the two-year training period in order to have his progress considered satisfactory. These objectives are: A minimum of \$130 a month during the first six months, \$150 during the next six months, \$180 during the third six months, and \$220 during the final six months.

Trainees are judged for perform-

TO LEARN COMPLETE DETAILS

for starting on-the-job training programs for both able-bodied and disabled veterans, employers should go first to the Contact Office of the regional office of the Veterans Administration. There are offices in Atlanta, Boston, Chicago, Columbus, Ohio; Dallas, Denver, Minneapolis, New York City, Philadelphia, Richmond, St. Louis, San Francisco and Seattle.

ance, first, at the end of the 15th week, and at approximately three month periods afterwards. The trainee who starts on the \$40 per week basis must turn in \$17,500 worth of business in the first 15 weeks to stay in his pay bracket. If he exceeds this he can move up one pay bracket and receive slightly larger fees. If he fails in the \$40 bracket, he can drop back to the \$35 or \$30 rate. However, if he drops more than three pay brackets below his starting point, he is out. These qualifications apply to veterans and non-veterans alike.

In New York state there is one definite rule on commissions—no straight commissions are allowed. Once you fix a minimum rate of income—it could be \$20 a week or \$500 a week—you must pay at least that amount while the veteran is training. Above this fixed rate, you can pay commissions, bonuses and overtime. Do you include commissions, bonuses and overtime in the amount you report as paid to trainees when you file a monthly statement with the Veterans Administration? It is in this area that there is no general agreement, and, apparently, no definite VA rules.

PARDON US

Some New Customers Are Waiting For You

*if your business is something
to eat or drink*

... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc.
545 FIFTH AVENUE, NEW YORK



Do you have a
product that fits
the
BAKING INDUSTRY?

See Bakers Weekly's offer
of Market Analysis on page
82, this issue, Sales Man-
agement.

It appears to be a mutual understanding between employers and the VA that you report to the VA only the minimum salary or income, and that you do not include commissions, bonuses and overtime. If these payments, though actually made, are not included in the report on veterans' income will the VA come back on the employer at a later date? At present this is an unsolved question.

Public Law 16 applies to the training of disabled veterans. The Veterans Administration, alone, is the sole agency to approve on-the-job training programs for disabled vets.

Under P. L. 16, as well as P. L. 346, the employer must set a journeyman's wage—the minimum amount a trained salesman is worth. Say, in the following example, the journeyman's wage is \$200 per month.

Then the employer sets his trainees wage. Say this is \$100 per month. Whatever the amount, the New York regional VA office insists that the wage be a fixed minimum—it allows no straight commissions.

Here's What VA Does

When a disabled veteran goes on-the-job training, here's what the VA does for him: His pension continues just as it is. Say this is \$25 per month. Say he is single. He is entitled to a maximum of \$65 subsistence, just as the able-bodied man. This \$25 pension and \$65 subsistence totals only \$90. Yet, the law says that while training the Veterans Administration must pay a single, disabled veteran a minimum of \$105 per month—with one exception. In this case, the \$25 pension stands, but instead of paying \$65 subsistence the VA pays \$80—or would if it weren't for the next provision. However, the VA contribution of \$105 per month plus his employer's wage of \$100 a month would push the veteran's total income to \$205 per month. This is \$5 over the salary paid a trained man. Hence, the VA would cut back the subsistence allowance by \$5, or from \$80 to \$75, so that payments from all sources would not exceed \$200 per month.

The principle is the same for disabled married men or men with dependents. However, instead of a minimum (with the one exception) of \$105, the VA pays a married man \$115 per month, plus \$10 for the first child, plus \$7 for each additional child, plus \$15 for each dependent parent.

After the training program is over, the disabled veteran continues to receive his pension, regardless of what his income is. But, of course, he no longer receives VA subsistence money.

Mr. Sales Manager—

HOW WOULD YOU LIKE...



AN EXTRA **HEAD**
ON YOUR SHOULDERS ??

Practical, confidential help (in person or by mail) on all marketing and manpower problems. Moderate retainer fee. Write or telephone

HARRY SIMMONS

Sales Consultant

Hotel Beacon, 2130 Broadway
New York 23, N. Y.

(Tel. TRafalgar 7-2500)

MR. SALES EXECUTIVE

1. Is your distribution adequate?
2. Do you have dealer cooperation?
3. What is your competition doing in key markets?

MARKET ANALYST, with 8 years consumer-goods experience, (liquor, drug, food,) now available to help you solve your sales problems through on-the-spot investigations. No ivory tower theorist—goes into the field and brings back the facts. Box 2291 Sales Management, 386 Fourth Ave., New York 16, N. Y.

IS YOUR PRODUCT represented in the SOUTHWEST? We have 14 years experience and an airplane to speed our experienced sales staff to any point 300 mile radius of Shreveport to sell your merchandise on commission basis. Insure future sales by contacting us NOW. Write, wire or phone. Robertson Brokerage Co., 443 Slattery Blvd., Shreveport, La.

AVAILABLE MAY 1st **AAF CAPTAIN, ADM. SUPPLY SPECIALIST**

Procurement, distribution of AAF material and equipment. Latest stock control methods, adapting statistical control to marketing. Handle all details, can pick up and complete a job. Private to Captain in three years. Bus. Admin. major, five years civilian merchandising background. Age 28; married. Brochure submitted upon request. Box 2292, Sales Management, 386 Fourth Ave., New York 16.

Media & Agency News



A GENERATION of *The American Legion Magazine* readers is spanned by these two covers of the publication: 1919—1946.



American Legion Angles Magazine for New Ex-GI's

THE *American Legion Magazine* is perhaps the only publication ever to have the need for such complete change suddenly thrust upon it by a middle-age audience grown 25 years younger almost overnight. Long accustomed to speaking the language of the World War I veteran, it had to learn a new language—that of World War II's G. I.

In the spring of 1945, the magazine, official organ of the American Legion, was a monthly edited for middle-age men. But if the magazine were to appeal to a new World War audience destined to eclipse in numbers and outlive the original audience, it needed to be revitalized, improved, and so angled as to be favored by this new youthful readership.

World War II men were then joining the Legion at the rate of 25,000 a month, a figure currently running at 100,000 a month. They were automatically increasing the circulation of the magazine and decreasing the average age of its readers to 25 years. Of *The American Legion Magazine's* present two-and-a-half million circulation, 60% is comprised of World War II veterans.

To tackle the job of virtually starting a new magazine, publisher James Barton called in experts, consulted on every phase of magazine operation, experimented with new formats, conducted research among new veterans, surveying and testing what they liked and what they wanted. A new staff

was created, who, like the new audience, became predominantly World War II.

On the magazine's regular staff are David Stick, former Marine Corps combat correspondent, as fiction editor; Joseph Keeley, former managing editor of the *Marine Corps Gazette*, as executive editor; Robert Pitkin, former Lt. Commander in the Navy who conducted the camp newspaper service in the Pacific from the Admiralty Islands, as associate editor.

After V-J Day some older staff members, absent during the war in which they served as officers and war correspondents, returned to their jobs with a new experience-based insight into the changed readership.

Each issue of *The American Legion Magazine* that appeared during the fall and winter months of 1945-46, incorporated to a minor degree some of the proposed changes and improvements. And already the publication has taken advantage of its peculiarly special circulation among veterans to conduct polls on consumer preferences. As the circulation of the organ, and the make-up of the Legion itself, become more and more preponderantly World War II, with a corresponding age decrease, the magazine's surveys are expected to become increasingly valuable to manufacturers, sales organizations, and national advertisers.

Results of a drug products survey conducted among veterans of World War II were released last month, one of a series of market studies being made on a national basis. This survey covers brand preferences and buying habits of the veteran both during the

war and in civilian life. In cataloging its own circulation in terms of buying preferences, the publication is building and explaining its potentiality as a national medium for advertisers.

Editorially, to parallel and take advantage of the organ's new and heightened potentials, the energies and talents of the newly gathered staff have been brought most fully to bear on the current April issue.

With an editorial budget that puts *The American Legion Magazine* in direct competition with other general publications, every new and modern method was employed to obtain information and use it in blueprinting the new magazine, state the editors. Even the covers were pre-tested in cities throughout the United States before a cover formula was determined.

"The Best So Far"

In the April issue, the staff feel they have created a magazine that is as much a product of all the men in uniform whose voices guided the transition, as a result of the staff's own ideas in bringing out a new generation magazine. They say this issue is the first of that new magazine—"by no means the best to be"—but better than any previous issue. It includes new types of fiction, articles of wide and timely interest carrying an appeal for the older age brackets as well as for the young veterans.

New features include men's wear and sporting pages, a new department "Sound Off" which gives the reader his opportunity to praise or pan, a new cartoon policy establishing a top humor market, and fiction bought to compete with the important national magazines. Articles are written by men who are recognized authorities imparting information, not bias.

As a national advertising medium the automatically increasing circulation of the magazine makes pertinent its own promotional slogan: "the multi-million man market." And editorially speaking, fiction editor David Stick holds that "Information must be presented interestingly and objectively. Entertainment will be broader, more universal than ever before. We do NOT want approximately 600,000 women readers and a million-and-a-quarter veterans of World War I included out."

"We want," he concludes, "*The American Legion Magazine* to be the most grabbed-at, picked-up, dog-eared, bent, borrowed, read and re-read magazine in every veteran's home—yes, every veteran—and always on the top of the magazine pile when not being read."



JACKSONVILLE

A Land of Wise Investors

From north to south, wise business men and homesteaders are investing more money NOW than at any time in the history of "The Sunshine State." Building figures reflect the permanent basis of investments in the transition period from war to peace . . .

Every business is flourishing in this PLUS market . . . with the permanent population increasing by leaps and bounds . . . creating for your product a discerning audience that has the dollars to spend for what it wants.

This new-old and wealthy audience is receptive! This wise-spending audience will listen attentively to your sales story when told in Florida's three major markets and their trading territories through the columns of Florida's three great morning dailies . . . at low cost.

TAMPA TRIBUNE

National Representatives

Sawyer-Ferguson-Walker Co.

FLORIDA TIMES-UNION

Jacksonville

National Representatives

Reynolds-Fitzgerald, Inc.

Jann and Kelley, Inc., Atlanta

MIAMI HERALD

National Representatives

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta

Agencies

The Media Programming Division of the Office of War Mobilization and Reconversion announces the appointment of Miss Fleur Fenton, advertising executive of Dorland International-Pettingell & Fenton. Miss Fenton is added to the staff as advertising consultant and will work directly with the Famine Emergency Committee recently appointed by President Truman.



MEDAL FOR MERIT presented to W. S. PALEY, CBS board chairman, by Secretary of War ROBERT P. PATTERSON.

Charles S. O'Donnell is named vice-president in charge of the New York office of Geare-Marston, Inc. . . . Herndon A. Oliver, Jr., joins the Cleveland office of Fuller & Smith & Ross, Inc. Before entering the Navy, he was a member of the sales promotion section of the Aluminum Ore Co. of Pittsburgh, Pa. Mr. Oliver was attached to the Bureau of Training Courses for Navy where he planned, wrote and edited training courses for Navy enlisted personnel. He collaborated on "Putnam's Practical Navigator" and did research on Griebling's "Early French Naval Treatises." . . . Harry M. Montgomery returns to Ferry-Hanly Co. as vice-president after 25 months overseas. His last Army assignment was Military Governor of Heilbronn, Germany.

* * *

Major James L. Thompson joins the International Department of the J. Walter Thompson Co. and is appointed manager of the Thompson Rio de Janeiro office. . . . Aldis P. Butler and Edward McDonald return to Ruthrauff & Ryan, Inc., executive staff. . . . Marion Law, Jr., joins the public relations and publicity department of J. M. Mathes, Inc.

* * *

Accounts: To McCann-Erickson, Inc., Columbia Recording Corp. . . . Ruthrauff & Ryan, Inc., Smith Brothers Cough Drops and Syrup; also Jocur Wave Set and a new depilatory of

Affiliated Products, Inc., Division of American Home Products, Inc. . . . Walter Weir, Inc., the New Haven Railroad and the New England Transportation Co. for the New York, New Haven & Hartford Railroad Co. . . . Lamb, Smith & Keen, Inc., the Ice Cream Institute. . . . Kudner Agency, Inc., is to direct the production of a color moving picture promoting the C & H brand of Hawaiian cane sugar for the California & Hawaiian Sugar Refining Corp. . . . Buchanan & Co., Inc., all foil advertising and promotions of the Reynolds Metals Co. to the cigar industry.

Newspapers

The New York Times Sunday edition passes the 1,000,000 circulation mark, according to an announcement which points out that this is the highest level in the newspaper's history. Sunday circulation is up more than 150,000 copies over a year ago. Weekday net paid sale of 575,000 is up about 70,000 copies.

* * *

The Times (London) is now transporting copies of its Air Edition by air express from England to the United States several times a week. An exact replica of the regular edition, except that it is printed on India paper, Air Edition copies are distributed from the New York office of *The Times* by first class mail; by air mail to distant points.

* * *

General of the Army Dwight D. Eisenhower will be guest of honor at the 24th annual dinner of the Bureau of Advertising, American Newspaper Publishers Association, April 25, highlighting the ANPA convention which takes place at the Waldorf-Astoria Hotel, New York City, the week of April 22. A record attendance of between 1,600 and 1,700 newspaper, business, and advertising executives is expected.

* * *

The summer convention of the Newspaper Advertising Executives Association, Inc., is announced for June 10, 11, 12 in New York City.

* * *

The South Bend Tribune reports that, following a 138-day strike by employees of a South Bend plant, a union meeting was held in which a rising vote of thanks was given the newspaper for its "unbiased reporting" of the work stoppage.

* * *

Eugene J. Lemco is new national advertising manager of the *St. Louis Star-Times*. . . . Barry Urdang joins *The New York Times* as assistant promotion manager. . . . Kent Hanson is

newly named local advertising manager of *The New York Sun*. . . . Charles J. Jose returns to the national advertising staff of the *New York World-Telegram* after four years' service in the Army.

* * *

The *New York Journal-American* and the *Chicago Herald-American* announce the creation of the Resort-Vacation-Travel Bureau to specialize in the service, promotion, and sale of recreation advertising. This new bureau will serve advertisers in the following classifications: resorts and hotels, state, municipal, regional, foreign countries, tour and travel agencies, steamships, bus lines, and railroad and airline tours.

* * *

Radar-Graph, new visual sales presentation mechanism developed by *The San Francisco Call-Bulletin*, injects showmanship into across-the-table discussions with advertisers, according to A. L. Manning, the newspaper's national sales manager. Radar-Graph is a single unit with a display screen 20 inches high and 15 inches wide. The machine utilizes the radar principle to dramatize informal sales



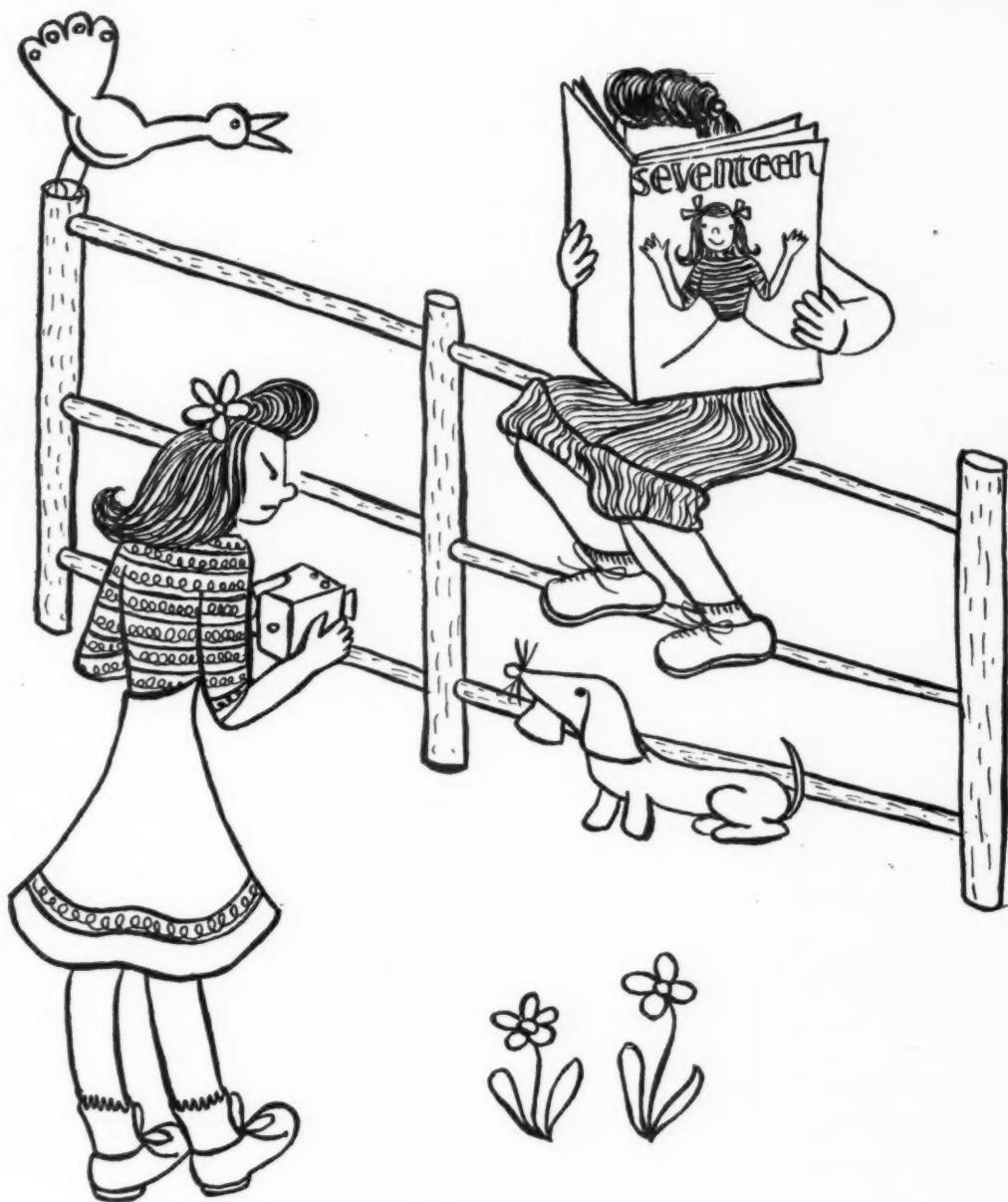
RADAR-GRAPH, sales tool demonstrated by *Call-Bulletin's* A. L. Manning.

presentations, and, says Manning, can:

1. "Ask" itself questions; then answer the questions.
2. Provide 2-stage animation for illustrations.
3. Analyze printed matter by providing additional information in support of an advertising message.
4. Focus attention on any part of a promotional message where emphasis is desired.

Business Magazines

The F. W. Dodge Corp. announces that starting this month it will publish the *Chicago Construction News*, a new daily tabloid-size newspaper for construction, engineering and allied



YOU CAN'T TEAR HER AWAY FROM
seventeen

—she only has eyes for her favorite magazine. And there are 850,000 others just like her—high school girls who use **SEVENTEEN** as their shopping guide; high school girls who check the magazine's editorial and advertising pages before they buy.*

*But don't take our word for it! Ask Harvey's of Nashville. Their two column, \$625 insertion drew 36,000 inquiries—a quarter of a million dollars' worth of business.

SALES REPRESENTATIVE

Experienced sales representative—age 40—desires connection with leading national manufacturer and distributor. Ex-infantry officer. Particularly interested in opportunity on commission basis. Modest drawing account is acceptable, but no salary.

This individual has represented one of America's manufacturers for the past 16 months. His territory has been the Western half of Pennsylvania and Northern portion of West Virginia. Intimately acquainted with all Department Stores in this territory. Also familiar with East Coast, West Coast and Midwestern markets.

From 1930 to 1942 was account executive — specializing in merchandising — with several leading advertising agencies.

Position should offer expansion opportunity. Two new cars available at all times for territory coverage.

All references are good and can be thoroughly investigated.

Box 2290, Sales Management, 386 Fourth Ave., N. Y. 16, N. Y.

interests in the Chicago metropolitan area. Peter A. Stone, who for the last four and a half years has been price executive of the lumber branch of the Office of Price Administration, returns to F. W. Dodge Corp. as editor-in-chief of the new daily. Duke C. Mills, Jr., is named managing editor. The staff of the corporation's existing construction news division will be used in getting out the daily.

The newspaper will feature daily reports on building projects in the Chicago district and on engineering projects throughout the State of Illinois. It will also report trends and happenings, and on personalities of significance to the Chicago building industry.

The *Chicago Construction News* will be published under the direct supervision of Cyril G. Fanning, regional vice-president, and Miles W. Beatty, Chicago district manager of the corporation.

According to the announcement, the resources and fact-finding facilities of the F. W. Dodge Corporation will supplement the work of the Chicago staff in the editorial production of the daily. These include the Dodge Statistical Research Service, Dodge Reports, Sweet's Catalog Files, *Architectural Record* and Home Owners' Catalogs.

Magazines

The *Curtis Publishing Company*'s new \$15 million printing plant in Sharon Hill, Pa., is now under construction. The initial building will be about 375 feet wide and 1,200 feet long. It will be built on two levels to accommodate new type presses, and the entire plant is scientifically designed for the printing, binding, and shipping of magazines.

An indication of the size and scope of the completed plant's operations is indicated in the statement of Curtis officials that facilities for the loading and unloading of about 50 freight cars a day would be required when the plant starts operations, and that ultimately as many as 100 freight cars would be handled daily.

The new construction will not affect the present editorial, circulation, manufacturing and other operations now going on at the company's traditional location on Independence Square, Philadelphia.

* * *

Plans for a proposed international magazine, to be edited in the United States and distributed throughout the world according to a plan involving associate publishers in each country, are announced by Thomas H. Beck,



BUBBLE-BLOWING in Times Square by super Douglas Leigh Super Suds sign.

president of the Crowell-Collier Publishing Co.

The magazine, as yet untitled, will be designed for mass circulation and will resemble *Collier's* format. Ken Purdy, wartime editor of *Victory*, is to be the editor of the new publication.

* * *

Sportfolio, a new sports digest composed of selected condensations from the preceding month's work of leading newspaper sports columnists, will make its appearance on the newsstands in June. It will be published by Dr. Wm. Plumer Jacobs, industrialist-educator who is now publisher of *American Lawn Tennis* and *Aim*, a sports vertical for industrial recreation.

* * *

Fawcett Publications, Inc., announce the purchase of a 21-story building in West 44th Street, New York City. Costing well over a million dollars, the property will house the presently over-crowded and dispersed editorial offices of the Fawcett magazines under one roof. . . . Other Fawcett news: *True Confessions* magazine is selected by the Mutual Broadcasting System as source material for a daily half-hour radio program from 3:00 to 3:30. . . . The first all-male reader panel of general coverage is now being established by *True*, according to announcement. From among the respondents to a questionnaire inserted in every fifth copy of the magazine's March issue, 5,000 typical readers have been selected as members of the nation-wide, "True American Male Survey Panel." Designed as an aid to agencies and advertisers, *True's* study will gather data on what the American man thinks, does and buys, and to keep it up-to-the-minute *True* will continue to poll its panel members at regular intervals.

SALES MANAGEMENT

ADVERTISING

SALES PROMOTION MANAGER AVAILABLE

Extensive copy writing, layout, printing production and dealer promotion experience. Created complete sales promotion and sales campaigns. Can organize department and supervise complete advertising production. Thorough knowledge national advertising media—magazines, newspapers, radio, trade papers—direct mail and mail order. Box 2289, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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ASSOCIATION MANAGING DIRECTOR WANTED!

Established, national association of food manufacturers, ready to expand, seeks ambitious man for Managing Director. He must have the poise, persuasiveness, experience to sell a Service and Program to company heads . . . proven managerial, executive experience . . . ability to address groups . . . pleasant, long-wearing personality. Above all, he must have a thorough understanding of an actual experience in merchandising food, display material. Practical working knowledge of national, local advertising, direct mail, likewise essential. He will headquartered in Middle West, travel extensively . . . be practically his own boss. His adequate starting salary should increase as association expands. For interview with association Directors and its advertising agency, write promptly stating age, education, business experience, family set-up, starting salary expected. Enclose photograph. No samples. If interview seems indicated, you will be notified. Box 2293, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGER'S ASSISTANT

Exceptional opportunity with long established metal products manufacturer

Excellent future assured for a man who is (1) thoroughly experienced in sales operations in the industrial supply field; (2) able to handle sales correspondence; (3) free to travel out of New York headquarters occasionally. Salary open—measured only by experience and ability. Write in detail about qualifications. Enclose photo. Interview arranged in New York, expenses paid, if necessary. Box 2286, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

SALES EXECUTIVE

Leading cosmetic company requires the services of a forceful manager to assume direction of its sales in the Department store field; must be good executive & administrator, with ability to promote and build sales. Previous experience should be with cosmetics sold nationally in Department stores. Some travelling necessary. Good opportunity. Give complete details of previous employers, salaries earned, age, etc. Write Box 517, Suite 617, 1457 Broadway, N. Y. C.

Exceptional Opportunity in SALES PROMOTION

Old established Philadelphia firm needs young man with sound merchandising ideas in sales-promotion capacity—mostly traveling. Should be between 28 and 35 years, with experience contacting chain drug, grocery and department store executives, capable of talking to individual salespeople or addressing groups. Headquarters Philadelphia. College graduate preferred. Moderate starting salary. Give complete experience and qualifications. Include recent photograph. Address written reply to: Box 2287, Sales Management, 386 Fourth Ave., New York 16, N. Y.

PUBLICATION ADVERTISING MANAGER—established Chicago publisher, launching new magazine in virgin field, needs man with proven space sales record; ability to set up business side from scratch; plan and carry out effective promotion program. Salary. Write fully. Box 2284, Sales Management, 386 Fourth Ave., New York 16, N. Y.

HERE'S YOUR MAN! Available soon. Sales management and top-management experience. Wants selling job as salesman or executive. Prefer Connecticut but will go anywhere. 37, healthy, college. Profit minded. A real producer. Box 2285, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Comment

THE N.A.M. AND MARKETING. From time to time over the years we have wondered in print why the National Association of Manufacturers neglected the marketing side of business. We couldn't understand why production, political and labor relations problems were so all-important in their thinking. Were they subscribing to the Emerson theory about making a better mousetrap? Then came the time about two years ago when we had to take it all back. The N.A.M. formed a marketing committee and your editor—perhaps because he had stuck his neck out—was invited to join the committee, and he accepted.

Last year they really got rolling and held distribution clinics in New York, Pittsburgh, Cleveland, Detroit—maybe one or two other cities. These were well-planned and well-attended. They were well-publicized before and after the event. Late in the year a special committee prepared and mailed a questionnaire on the important subject of marketing research. This aroused a great deal of attention and should have accomplished much good because so many of the potential respondents are industrialists who customarily spend at least 100 cents in engineering and research to every penny they spend in marketing research.

And then suddenly—early this year—the N.A.M. put an abrupt stop to all of its marketing work.

So now we are right back where we were a few years ago: We ask what's the matter with the top heads of American industry and their powerful association? They certainly aren't going to solve the marketing problems of the country just by fighting OPA and trying to keep labor in its place. They aren't going to solve them by only harping on their favorite theme song of free enterprise.

And speaking of free enterprise, Alvin E. Dodd, head of the American Management Association, calls our attention to a little survey made by *Business Week* to determine just what the phrase means to the average worker. The opinion of about half of those questioned could be summed up in the comment of a New York subway guard: "It's just a lot of voids."

Others have their own original conceptions of the meaning of the phrase, like the Pittsburgh steel worker who evidently regarded it as a new kind of communism. "I don't listen to that kind of talk," he said, "I like it here."

The moral, as Alvin Dodd points out, is, "Don't tell 'em; show 'em."

We happen to be one of those who can't understand why they seem to have such incorrigible optimism about the ability of the marketing departments of their members to sell all of the goods which their greatly expanded factories can produce. Sales executives might well take a bow. The N.A.M. is saying in effect "You're so good, boys, that it's in the bag."

Or is the N.A.M. saying, "It doesn't require any special ability to sell what we can make. Just stick on the job and take the orders which are offered you and someday

we may promote you to the production end, which is the only important division of business?" Is that what they mean by bowing out of the marketing picture before their feet are really wet? Frankly, we don't know.

HERE'S ONE FOR RIPLEY. Most editors are modest individuals. If they render praise in their editorial columns they render it to outsiders. We're going to be different, and give a pat on the back to some of our own co-workers.

The Newspaper Advertising Service representing the *Capital Times* and the *Wisconsin State Journal*, Madison's strong newspapers, has just completed an analysis of drug store sales in Madison as disclosed by the sworn income tax statements made by Madison merchants.

They thought we might be interested in a comparison of the totals taken from these income tax statements and our own estimates as made in our annual Survey of Buying Power. We certainly were—and we think you may be, too.

The official 1943 drug sales for Madison, which became available in 1945 following the completion of the audit of the tax statements, were \$3,981,000.

What did SM's Research Department estimate the sales to be? Remember that our estimates were made in January, 1944, and published in May of that year—a full year before official figures became available.

The SM figure—see page 301 of that year's survey—was \$3,981,000—or correct down to the last dollar!

Of course such 100.00% accuracy is a rarity. To achieve it calls for superior judgment—which I think we have or we would long ago have been forced out of business—and also for a lot of luck, which we sometimes have, and certainly did have in this instance.

When an opportunity does occur to get accurate check-ups we find that we average something over 95% accuracy. In other words, the SM estimates are seldom off more than 5% one way or the other. This is sufficiently accurate for scientific sales and advertising planning.

That Madison study covers other store groups as well, and is a valuable marketing tool. If you are quick on the trigger you can get a copy by writing at once to the Newspaper Advertising Service, 115 South Carroll St., Madison, for "New Measurements of the Madison Retail Market."

The timing of the Madison study was wonderful for the morale of SM's editorial staff which is going through its annual headache of checking the million-odd computations in the *Survey of Buying Power* which will be published this year on May 10. With so many chances of error in the computing, the posting, the proofreading and the printing, the uncanny Madison comparison gave our over-worked boys and gals the effect of a powerful shot in the arm.

PHILIP SALISBURY
Executive Editor